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ABSTRACT

Summaries of papers given at a regional training institute on parks and recreation facilities, programs, and objectives are presented. The purposes of the institute were to encourage professionalism among those who work in parks and recreation, to foster interagency cooperation, and to support colleges that train parks and recreation professionals. Four general session papers discuss the relationship of park professionals to citizens, the school sports crisis, legislative advocacy, and long range planning for park facilities. The workshop summaries section describes workshops that covered a wide range of subjects, some from a research perspective, and others offering program descriptions or suggestions. This section includes papers on management and budgeting techniques, facility use and planning, staff development, public relations, and uses of trails and seasonal plants. Included in this volume is a list of award winners and the names and addresses of participants. (FG)

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26TH ANNUAL

SOUTHWEST PARK & RECREATION TRAINING INSTITUTE

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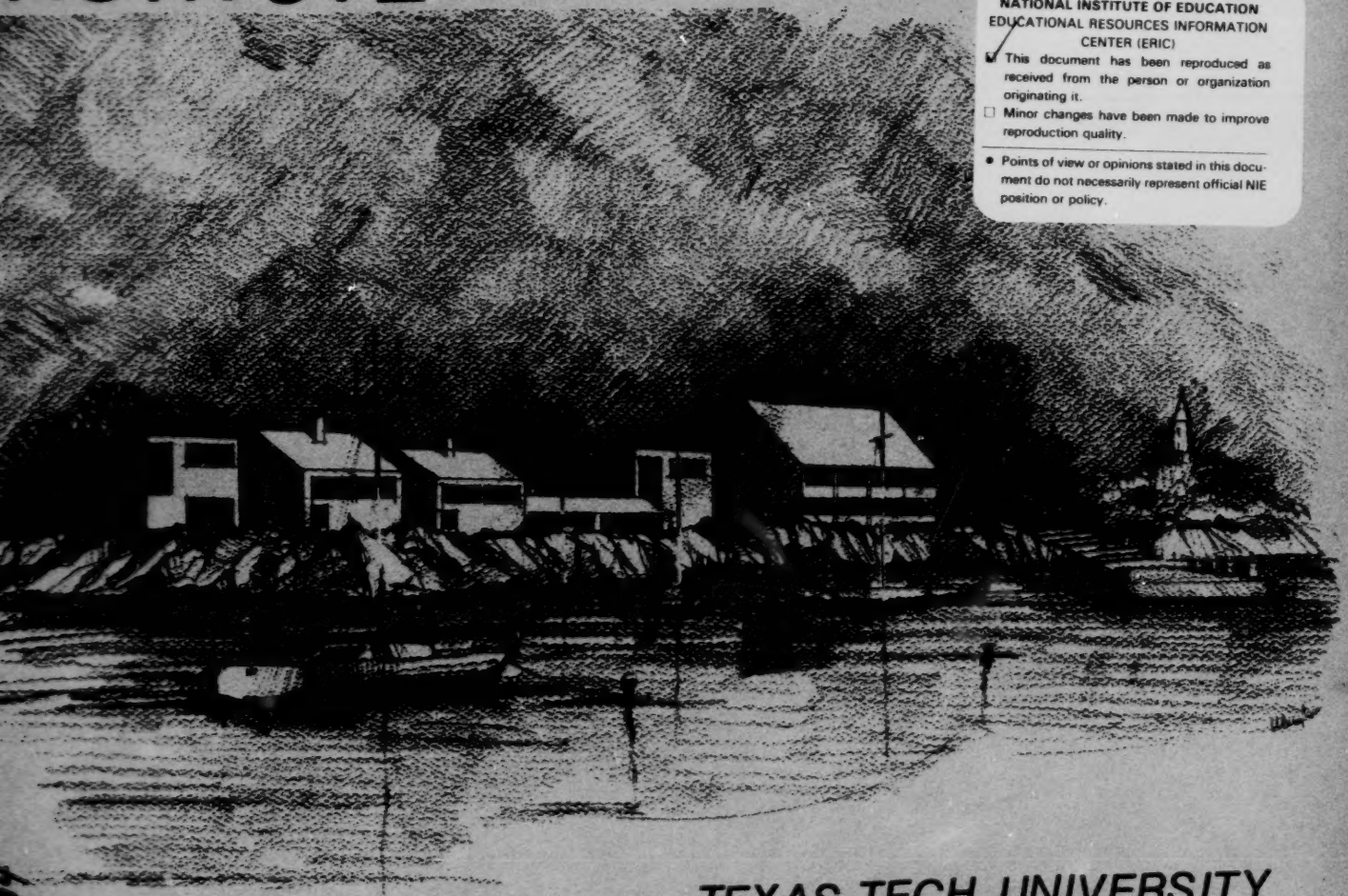

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DEPARTMENT OF PARK ADMINISTRATION AND LANDSCAPE ARCHITECTURE

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26th Annual

SOUTHWEST PARK AND RECREATION TRAINING INSTITUTE

February 1-4, 1981

Lake Texoma Lodge
Lake Texoma State Park
Kingston, Oklahoma

OBJECTIVES:

Fostering, gathering and dissemination of information with reference to parks and recreation facilities, grounds, programs and objectives. To work with all people particularly of the Southwest Area to encourage a greater degree of professionalism among those in the park and recreation profession. To foster a spirit of cooperation between all agencies related to public park and recreation programs. To encourage and support those colleges which train people in park, recreation and related fields.

SPONSORED BY:

National Recreation and Park Association
Oklahoma Tourism and Recreation Department

CONDUCTED BY:

Department of Park Administration, Landscape Architecture
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Dave Schulte	Richard Diano
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PHOTOGRAPHER: Bill Thompson

TOMA AWARDS

Category I - Major Productions

"Selling a Program" presented by Jackie Bubenik, River Parks Authority, Tulsa, Oklahoma

"Art in the Parks" presented by Steve Lampone and Mike Herron, City of Kansas City, Kansas City, Missour

"Orientation of Maintenance and Beautification Employees" presented by Jim Fox, City of Dallas, Dallas, Texas

"1980 - A Season of Change" presented by George Spillman, Texas Tech Univer[illegible]ty, Lubbock, Texas

"Grand Prairie Recreation" presented by Rick Holland, City of Grand Prairie, Grand Prairie, Texas

"Sunrise - Sunset" presented by Dr. James W. Kitchen, Texas Tech University, Lubbock, Texas

"Fort Worth - The Unexpected City" presented by Henry Painter, City of Fort Worth, Fort Worth, Texas

Toma Winner - "Selling a Program"

Category II - Snort Subjects

"World Famous Tulsa Rose Garden" presented by Steve Sprehe, City of Tulsa, Tulsa, Oklahoma

"Free Maintenance of Selected Park Areas" presented by Deville Hubbard, City of Farmers Branch, Farmers Branch, Texas

"Midland Rose Garden" presented by Wayne Kohout, City of Midland, Midland, Texas

"Restoration and Reclamation" presented by Roger Hines, City of Texarkana, Texarkana, Texas

"We Did it with Color" presented by Russell Studebaker, City of Tulsa, Tulas, Oklahoma

Toma Winner - "We Did it with Color"

Category III - Innovative Ideas

"Strip and Lay" presented by Max Wiens, City of Tulsa, Tulsa, Oklahoma

"Ballfield Maintenance at its Best" presented by Warren Struss, City of Austin, Austin, Texas

"Stretch and Go" presented by Marie Scalzo, City of Austin, Austin, Texas

"Automated Lighting Systems" presented by Chip Redus, City of Farmers Branch, Farmers Branch, Texas

Toma Winner - "Stretch and Go"

Front Row, Left to Right—George Mullino, Sarah Wells (Texas A&M), Sharon Beardsley, Harvey Shomper, Jane Kaufman, Kidie Moore, Ronnie Gallagher, Kevin Murray, Gary Wiley, James W. Kitchen

Back Row, Left to Right—Richard Diano, Mendy Wimberly, Earl Teague, William Benge, David Schulte, William A. Vaughn, Michael West, Mark Thornton

Ken Krenek and Terry Dopson
Recipients of Diamond Award

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Perennial, Congenial Hostess

Mendy Wimberly thanks the group
for scholarships.

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Providing Quality Park and Recreation Service
Through Citizen/Professional Cooperation

by Gail H. Gilbert, D.V.M.

It is an honor to be here today to speak to such a sophisticated group. Particularly, I am honored because I seem to be from an entirely different vocation and career field than the sphere that most of you represent. However, I have been most privileged in my own community to participate as a layman, elected to a Board of Directors of a Recreation and Park District. It is my understanding that many of the functions of recreation and parks in this region of the country are taken care of by municipalities and the appointed commission members who give policy guidance to the professionals. However, even though my own position as an elected member to a board may differ somewhat, I think all of us are pretty much in the same boat.

I am a veterinarian, which has very little to do with the subject matter of this conference. However, this calling does provide me with the livelihood that can support me while I serve in my position on the Board. I must admit, in all candor, that my election to this high office was prompted by district policy, by the fact that I could play golf without paying green fees. Now you should know that all of this skulduggery was well known to the electorate prior to my election and, if such information is of any value to any of you who might be contemplating running for public office, such open frankness gained me the highest vote of any of the candidates running in my first election to the Board. I hasten to say, however, that you probably shouldn't try this if there is much more involved than free green fees.

In the field of parks and recreation the citizen must understand that the technical expertise lies in the hands of the professional. Too often we find boards and commissions usurping this area and it consistently results in a poor effort. It is difficult to understand why these citizen-laymen fail to see the obvious and interpose their amateur efforts into a field that is so intricate and complex.

For instance, it is ridiculous for the father or mother of a swim team member to run for a recreation board simply because his or her aim is to build a splendid indoor swimming complex when the district's highest priority and greatest need obviously is an adequate system of parks and athletic fields. However, I might add that I have seen neophyte, single issue board members broaden their horizons and change their goals after their initial "breaking in" period. Once they are educated to the overall picture, they often become productive board and commission members.

On the other hand, sometimes we see board members who are underutilized by their staffs. If the professional person in recreation and parks does not utilize the broad base that is so available to him from the citizen population, he is ignoring this great fund of knowledge which is not intelligent and indeed is ignoring the responsibilities that professionals owe to the public which they contend they serve. Too,

without any overt intention, the professional is apt to isolate himself from the community. This can be easily done when an individual becomes so immersed in his own work that he loses sight and loses contact with the community around him.

On the other hand, the citizen layman is constantly dealing with the world around him, at least in a different fashion than the recreation and parks expert deals with a very specialized field. Also, it must be remembered that the board or commission member has won that position specifically because he or she has been active in the community which is almost a prerequisite to the election or appointment to the position. Very often this person has a better knowledge of, among other things, parliamentary procedure. This does not necessarily mean that any person, regardless of his daily pursuits, cannot become more or less familiar with the proper procedures of organization. However, it is more than likely that the person who receives his election or appointment has been active in many different types of organizations and very well may have a very broad view of the community. It is well to remember, also, that the board member who is an architect, an engineer, a real estate professional, or an accountant, commands a fund of expertise that can augment, even fine-tune, some of the recommendations the professional park and recreation staff offers.

But, to return to the outside interests of board members, remember that in our country we have literally hundreds of thousands of volunteer organizations. We are, by all odds, the greatest country in the world to form volunteer groups. As a matter of fact, it has been said that if there were four or five people together who do not belong to any club, then they would most surely join together in a club known as "Americans-United-Who-Do-Not-Now-Be' ng-To-A-Club." The conventions alone, for all of these groups take millions and millions of dollars annually to support. People who belong to clubs and organizations have political clout. The Elks Club member on your governing board is probably the individual who can get the Elks Club to back your bond issue -- or to give the first $25,000 to get your building fund off the ground, to be matched by other civic organizations.

The importance of the multiplicity of these organizations is probably more apparent to people in municipal government than almost anyone else. It's very hard to avoid one or more of them if any issue comes before the city council or a recreation district board. City councils, recreation commissions and recreation district boards must be prepared to face a multitude of these organizations. They can include anything from an ice hockey association, the soccer leagues, the swimming teams, etc. etc. ad infinitum.

The professional recreation official should not wish and does not deserve the sole responsibility of dealing with these various community groups. It is at this time that this person should call upon his citizens' support, because in that fashion, he can have a much broader base.

As just one practical suggestion, your board or commission can

organize a speaker's bureau, ready to keep the community informed and aware of all the efforts you are making to provide good parks and recreation on an on-going basis, or to go into action when you propose a bond issue. In my district, the North Jeffco Metropolitan Recreation and Park District in Jefferson County, Colorado, the Board decided to form its own North Jeffco Foundation. Its members, appointed by the Board have raised thousands of dollars to pay for everything from an impressive picnic pavilion to hundreds of trees for our parks at no expense to the taxpayers.

In addition to the fund-raising benefits, the Foundation has increased our community-wide base of citizen participation in support of the North Jeffco District. Several years ago, a Standard Oil Service Station which was located in our headquarters' park was closed. We became aware that Standard was negotiating with a fast-food chain for the sale of this site; therefore, staff prepared a proposal for use of this facility by North Jeffco. As President of the Board, I was able to use this information in my negotiations with Standard Oil. The first offer we received from Standard was that we pay them 50% of the appraised value of this site. However, after many months of hard-boiled negotiations, Standard agreed to donate the land and building to the North Jeffco Foundation. The appraised value of this contribution to our community was approximately $60,000. The North Jeffco Foundation deeded this property to the North Jeffco District at a later date. Three weeks ago, this remodeled facility was dedicated as the North Jeffco Leisure Arts Center. The canopy over the gas tanks was moved to a concrete platform in one of our parks and, "Voila", we now have a very nice picnic shelter. This contribution was the largest single donation to the North Jeffco Foundation and was a direct result of staff arming a citizen, its own president, with the information which allowed for these negotiations with private industry for the betterment of our community.

If you will allow me, I would like to relate one more positive experience that is a good example of professionals and citizens working together for the benefit of the community. The district had a need for a major picnic facility with an estimated cost of $45,000. As an elected board member, I understood the need for this type of facility, however, it was not a top priority for our district so we were unable to budget funds for construction of such a shelter. The Board approached the Foundation, composed of prominent citizens in the District, and the Foundation agreed to take this on as a project. Our foundation was successful in securing a $2,500 donation from the Adolph Coors Foundation with the condition that the amount be matched on a local basis within a six-month period. One of the members of our foundation, who happened to be a member of the local Elks Club, was able to convince the Elks to match this $2,500 contribution. In turn, the Elks Club issued a challenge to our community to match their $2,500 donation. At this point, the fund-raising campaign had now reached full speed and the Foundation negotiated a 6% loan with a local bank in order that construction of the Pioneer Picnic Pavilion could begin. Shortly thereafter, a memorial fund was established in honor of a very prominent member of our community. Once again, this broadened the base of our involvement and added to the visibility of the North Jeffco Foundation

for the benefit of the residents of the North Jeffco District. From these two examples, you can see the advantages in the form of spin-off benefits to citizen involvement that you may not anticipate.

It is a mark of our American political culture that we rarely describe our office holders as practicing political science and we never call our professors of political science, practical. The professional frequently feels that politics is a dirty business and that you should not be involved in any matter that would remotely involve practical politics. Please understand that I am referring to practical politics, not partisan politics.

I profess to all of you that you will never achieve success in the field of Parks and Recreation unless you are able to effectively work within the practical political system and that, in no way, should jeopardize your professional ethics. It is a fact of life that governmental agencies are political entities that must be utilized if you are to further the goals of your agency.

From the perspective of the elected or appointed citizen, lobbying and the timely use of partisan politics can often times be the most effective aspect of our jobs. As an elected official, when I talk to our state senators, city councilmen and county commissioners, I share with them the same constituents by which they, too, are elected. Therefore, my position relative to park and recreation matters is guaranteed proper consideration by these other elected officials.

I'm sure that you will agree, the occupant of public office must have a great deal of tact and certainly an ethical awareness. Ethical awareness probably can be defined in more than one way. Consider the case of the genealogist.

A genealogist has been defined as a person who will trace your family back as far as your money will go. Once in a while these researchers find themselves out on a limb of the family tree they are plucking. One I heard about was embarrassed to discover that his richest client had had a grandfather who definitely tarnished the luster of their family history. It seems that, in a regrettable moment, this old gentleman had shot and killed a lady with whom he had been living for some time without the blessings of the clergy. He paid for it in the electric chair. From long experience the genealogist knew that such details are not well received by wealthy clients. He was equal to the occasion. When he came to record the data concerning this wayward ancestor in a detailed report he was writing, he wrote: "He was a man well known in his community. At the time of his death, he was occupying the chair of applied electricity in an important New England institution."

The other important attribute concerning ethics reminds me of another story which could illustrate it.

A small boy came upon the word, "Ethics", and asked his father what it meant. "It is hard to explain," his father answered, "but I'll give

you an example. Suppose a man comes into our store and makes a purchase that costs $5. And suppose he hands me a crisp new $5 bill in payment. And suppose just as he is going out and I am putting the bill in the cash register, I discover that instead of one bill there are two bills, stuck together. Now comes the ethics. I ask myself, should I tell my partner?"

All of us like to think of ourselves as quite pure. Professional recreation know quite well that they can do no wrong, because that is the heritage of their business. On the other hand, the politician, like myself, tells people he can do no wrong but deep in his heart knows that there are many possibilities for error. Perhaps it is well that a practical politician has some awareness of his faults.

It reminds me of a remark Mark Twain who said: "I want to see the Devil, just to set my eyes on that person who for untold centuries has been the spiritual head of four-fifths of the human race and the political head of all of it. He must have executive abilities of the highest order."

In those elected positions of public office I have held, I worried far more about ethical consequences of my decisions than I ever did about their wisdom. And perhaps this is the first point to be made. Most elected officials find that there is an ethics of action which is normally far more compelling than the urge to balance with precision the ethical niceties of pressing public issues. There are times when the good of the community demands firmness in decision at the expense of marginal injustice. Those who would make justice the sole criterion of the good society are not only, in my judgement, myopic in their ethical vision, they establish an impossible operating norm for administrators. Justice, in the sense of "just desserts" presumes omnipotence and omniscience.

As an example, the staff at North Jeffco recommended to the Board that a $5 per participant fee be instituted for the youth athletic associations which use fields provided by the North Jeffco District. The Board adopted this as a policy, and when it became known throughout the community, the athletic associations requested that this fee not be implemented and offered the veiled threat of recall if this $5 fee was not rescinded. Because the Board honestly felt this decision was proper and for the good of all of our residents, we held firm to our initial decision. Because of our firm stand, staff has been in a positive position to negotiate an acceptable agreement to all concerned parties. Once again, this exemplified the need for an elected board to properly represent the needs of the overall community rather than merely the special interest groups.

I do not mean to infer that we politicians are dishonest. Only that we are willing to weigh equity against the purity of facts. This is most important in the life of a community. Sometimes realism must take precedence over exacting idealism. Pragmatist and idealist each have their points. It is, basically, up to the politician to make decisions on these extremely difficult issues. The professional cannot

possibly determine the answers to these problems.

This is not meant to imply that many persons run for any public office to serve their own interests and are devoid of moral and ethical motivation. In fact, the opposite is true.

The ennobling affect of public office is one of its greatest psychic dividends. Those who believe that men seek to hold public office only because it gives them power and status do not appreciate the importance to many men of simply feeling that the job they hold makes them better members of the human race. The heightened capacity for doing good in the world is one of the key attractions of political power and, from my limited observations, is a far more fundamental factor in determining the direction of men's ambitions than the baubles and tensel of temporary status and deference.

I beg your forgiveness if I have seemed to ramble in my thoughts during this discourse. It is difficult in the first place to have the temerity to advise experts such as yourselves. In the second place my difficulties have been added to in trying to sort out the various facets of this very complex situation. Laymen and professional people must learn to work together while each conducts his efforts in his own individual pursuits.

Laymen should not interfere in administrative matters they know nothing about. Recreation and park professionals should not hesitate to utilize the political and technical knowledge of their board members. Communications, and basic respect, are key elements in this relationship.

SCHOOL SPORTS IN CRISIS: OPPORTUNITY KNOCKS FOR PARKS AND RECREATION

By William M. Palmer

As I am sure each of you knows, boosters clubs have been in existence as long as collegiate and scholastic groups, groups of ex- and non-athletes who helped out the coach with a part-time job or a needy athlete with a loaned or small stipend. In recent years, and this is crucial, public funding for amateur sports eroded. Booster clubs began not only buying the coach dinner but began buying the teams uniforms, transportantion, equipment. Booster clubs changed from wealthy mens' playthings, vicarious involvement with jocks to community-based efforts to keep sports alive. Boosters Clubs are now big business. In 1980 over 5000 clubs and related organizations raised 3 billion dollars for school sports.

But, in America our public schools have deteriorated dramatically over the last twenty years. The reasons: racial turbulence, inflation, lousy government. Teachers and administrators are victims, not villains here, as are students. And the final victim will be our society, if it continues to produce generations of functional illiterates. Parks and recreation departments are certain victims. If sports and physical education deteriorate in our schools, you'll lose an important staging ground. People who use parks and recreate are often those who developed interest in outdoor and indoor recreational activities in school.

Let me interject right here that if we each left here right now and fanned out over Oklahoma and Texas, with the intention of destroying every television set in every den, living room and bedroom, we would hold this conference to count our money and figure out how to keep the crowds down at the park, not cry on each other's shoulders. At the same time we'd save education in America.

So much for TV and money. As funding for school sports has eroded, more and more booster clubs have come into existence, and most existing clubs are raising significant amounts of money. Small clubs raise $10-20,000 per year, many are earning and spending $250,000 annually.

Booster Clubs of America serves these clubs as their national headquarters and spokesman. We offer clubs fund-raising tips, management resources and other materials as well as series of meetings and conventions designed to serve their needs. We are a non-profit, 501 C(3) organization.

Usually the initial reaction to our group is "what? Sports in trouble? Is this guy for real? There's too much emphasis on sports, I'm sick of TV sports, sick of mediocre outfielders getting $500,000 a year, outraged at six-foot seven stringbeans complaining about their stock options, revolted by rude tennis players making obscene gestures on TV." There we are, back to TV again.

Well, SPORTS is in trouble. Television entertainment performed by professionals on behalf of wealthy sponsors is booming. Who here didn't watch the Super Bowl, or the World Series, or the NBA finals? More people play high school sports in one afternoon than attended those events combined. But more people watched those events than ever have or ever will play scholastic sports.

So let's tie a few threads together here: let's look at the prospects for the average American young athlete. Up to age 12 he or she may participate in youth sports leagues run by well-meaning but usually less than professionally trained coaches. But after a taste of participating, by age 12-13, there's really no amateur sports left. You just sit and watch the idiot box. Many high schools can't field varsity teams much less run intramurals, so kids go home and watch TV. Lots of kids don't go home, and get involved in forms of sports and recreation which are destructive and self-destructive.

Essentially, we're backing out on our kids. We're not putting the right quality or enough dollars into schools, and of course school sports are among the first to suffer. You can't blame school officials for cutting sports. They sure can't cut salaries or capital costs.

But the growth of Boosters Clubs is a real grass-roots movement by parents who want at least good athletic opportunity - and probably excellent academic training for their kids. Booster club people are, probably, the kind of people who will instantly support and defend local parks and recreation facilities. And, Booster Club people and park and recreation people probably could work together quite nicely, especially in the area of fund raising.

A local booster club has plenty of events, but no facility, usually. You may have plenty of facility, and a mandate to use them efficiently. At the same time, fund-raising events can be a source of revenue for you.

I'll let you in on a little secret. Schools, especially coaches and athletic directors are plenty scared of booster clubs, because they know the golden rule: he who has the gold makes the rules. Boosters Clubs often find resistance from school administrators who last week didn't resist accepting the $50,000 check but are now resisting a request to use the xerox machine or stuff a mailer. That can be your wedge. Offer booster clubs a safe haven where they can do their good works for schools but not get in the school's hair. Of course, you can only do this if there's some benefit for you, and I think there most certainly is in terms of effective facility use and increased revenue.

A suggestion which might have already occurred to you is why not park boosters? Why not a group of locally concerned citizens who run bake sales, car washes, and more lucrative fund raisers for the benefit of your park and their community? I'm sure such groups exist, but I'm here to tell you that starting one is simple. I will suggest to you that the effort expended to secure $100 in government dollars be they local, state or Uncle Sam's dollars, has to be ten times that of booster dollars. And booster dollars come with no strings. Money with strings makes pupets.

Money without strings makes power.

I apologize for my tirade on TV. I actually do watch, and I confess even to watching an occasional "Incredible Hulk" as well as those athletes I made nasty comments about. I firmly believe that much of network television is a form of social cancer, but one that will soon be negated, if not wiped out by the already-present revolution in home-tv cable, satellite, and more.

If nothing I have said here today makes sense, then please simply remember this as an appeal for rescuing our children from the educational system we now have slipping through our fingers. We have not just a political and legal debt to our children, but a moral, tribal, even anthropological debt to them. Sports is a small but real part of that debt. Cooperation between groups like the ones we represent can be a healing, mending influence upon the battlefield we call growing up in America.

The crisis in school sports - a lack of funding - is a sad one. Nevertheless, it represents a very positive opportunity for those running our parks and recreation facilities. By cooperating with local booster groups, you'll win favor in your community, deliver effective usage to your facility and gain real financial and community support for your own worthy cause.

Legislative Advocacy -- We'd Better Get With It!

by Ed Baca

I'm going to start off with what might be considered heresy in Oklahoma by disagreeing with Will Rogers who said, "I tell you folks, all politics is applesauce." Instead I'm going to go with Sidney Hillman, a fairly well-known political writer who said in 1944, "Politics is the science of how who gets what, when and why." Hill is saying another way what the topic of my discussion politely calls "legislative advocacy."

I'm not going to stand up here and try to tell you what specific issues or specific legislation to advocate or to oppose. Since we're all in the same business, I trust our needs, goals and objectives are at least similar. I hope we all believe in the essentialness of recreation services, the need for parks and open space, conservation and all of those basic issues.

Belief by itself is not enough. What we must do is make those beliefs the beliefs of members of Congress, the Administration, members of the state legislature and local elected officials. Those are the people who can translate belief into programs which will provide us in the leisure movement with the wherewithal to deliver service. In short, we've got to be educators, salespersons and activists.

Our purposes this morning are to:

1. Pass along suggestions on the art of advocacy;
2. To inform you of some of the things being done by NRPA and state affiliates to help us in this business of advocacy; and
3. To motivate you to get yourself and others actively and personally involved in legislative advocacy.

We all profess to believe strongly in participation. I'm going to give you a chance to participate right now by asking. How many of you know the name of your state senator and representative from your district? How many of you know him or personally? How many of you know the name of the U.S. Representative from your district? How many of you know him or her personally? How about the Secretary of Interior, or at least his name?

I apologize if I've caused any embarrassment but I believe all of us can agree that we're a pretty sorry lot when it comes to being knowledgeable in even the most basic of our responsibilities; namely knowing who our elected representatives are. We could ask even more embarrassing questions like, "Did we even vote last year," or "Do we know what our elected representatives stand for?" or "Are we familiar with gut issued facing the leisure movement?"

Enough of this embarrassing participation thing for now. What is important is to snap ourselves out of this apathy, find out who to

educate, what and how to advocate and then get on with it!

First of all there is no substitute for personal acquaintance with your elected representatives. It stands to reason that he or she will be more receptive to letters or phone calls from someone he or she knows personally. You'll be surprised how easy it is to get acquainted. These people are the same as you and me. They have needs, they have ego and most of all, believe it or not, the vast majority of them want to serve their constituents just as we do. They are accessible and receptive. After all their bread and butter is helping their friends. That translates to votes in the next election.

Let me give you an example of personal experience along these lines. San Antonio has four 250-year-old priceless Spanish missions that by all standards of measurement have national significance as much or more so as many of the renowned sites and structures dating back to our colonial history.

For forty years hundreds of people and dozens of organizations struggled "to do something" with the missions to preserve them and to gain national prominence for them all to little or no avail. There were several key elements missing in this effort but the most important one was the sponsorship of a convinced, dedicated and hard-working Congressman.

One of our local Congressmen (Abraham Kazen) fitted the bill on the second and third counts but he had to be convinced. I didn't know him from Adam at the time, but we set about putting together a brief but convincing package to sell him on the idea that these missions should be encompassed in a National Historic Park.

We then contacted his secretary for an appointment and lo, we had one within a week. A nicer, more receptive person you will never meet. Yes, he knew about the missions, the long effort to do something and had even been slightly involved in the effort in the past. He'd never been completely convinced, though on what course to pursue or more correctly, he didn't really know what his constituents wanted. Yes, he would sponsor a bill to create a National Historic Park. He went a step further and got one of his buddies to do likewise on the Senate side.

It took three years, two filing cabinets of correspondence and literally thousands of letters and telegrams from interested citizens, but our city is now the proud home of the San Antonio Missions National Historic Park. You may not have heard of it yet but I'm convinced that in time, it will be a household word like Yellowstone or Gettysburg or Independence Hall.

The bill that created that park is a monument to Mr. Kazen and the thousands of people who took the time to write him in support of it. It would never have gotten out of the on-deck circle through, if those initial personal contacts had not been made, if he had not been convinced of the rightness of the proposal and if the people had not spoken loud and clear.

There's an interesting foot note to this story that illustrates the effectiveness of advocacy. Congressman Kazen called me personally at home on a Sunday morning at 9:00 after having fought the good fight for this bill for 24 hours in the closing hours of the session. He said, "Ed, we got it passed but it would never have made it without all of the letters and calls from San Antonio and across the state to me and my colleagues." I wish I could frame that phone call. It would hang prominently in my den. The moral of that story is "Know your elected officials and then work with them."

There is no substitute for personal acquaintance but if for some reason that's impossible, then at least write or call your elected officials occasionally. I'm not suggesting just a casual letter or phone call. Their time is as valuable as yours. Choose a subject you feel strongly about. The income tax structure comes to mind right now, or maybe its your feeling on a leisure movement related issue or bill. Maybe you liked the way he or she voted on a particular bill. Tell them what you're thinking in a logical, brief and emotionless way. Do it often enough so that he or she will remember your name. Believe me, they read their mail and react to it. Those that don't, don't stay in office long.

Another good way to get his or her ear is to gain the confidence of his or his staff; the secretary, the administrative assistant and others in the office. They're real people too, who respond to friends and acquaintances just as you and I do. Get to know them. A Christmas card or a phone call is a cheap price to pay and will pay huge dividends when the chips are down on an important issue or piece of legislation.

I don't mean to convey the idea that elected officials listen only to those they know personally. Don't let the absence of personal acquaintance rationalize you into doing nothing. At least take the initiative to know their names and then write or call them when issues and bills near and dear to our profession are being considered. Don't wait until the last minute. Acquaint yourselves with the issues, put your brain into gear, compose logical reasons why a measure deserves support or opposition, tell why it's important, what it means to the people in the district, and get out that letter or call. Don't rant or rave, accuse or threaten. Such a letter or call turns you off. It turns off an elected official, too. Common, ordinary human respect is always the best approach.

So much for the one-on-one approach. If you are thinking by that one letter to Congressman Joe Blow on the subject of appropriations for the Land and Water Conservation Fund won't mean the difference between passage or defeat of the bill, you are absolutely correct. It takes hundreds and thousands of letters from people who have taken the trouble to get acquainted with Joe Blow and who are concerned enough to write to him when this crucial bill is under study.

That's when a legislative network comes in. Hopefully, most of you are members of a state parks and recreation society and the NRPA. The most important members services and functions of these organizations are

a legislative monitoring system, member information on current issues and bills and a network to spread the word when critical legislation is being considered. In the final analysis, the success of a legislative network depends entirely on the individual and his or her dedication to the cause, without that key element all of the frenzy and flurry by NRPA and state societies to keep track of things accomplishes a big zero.

Let me illustrate how a legislative network should and can work. First a hypothetical situation: a bill providing for a $500,000 appropriation for the LWCF is in committee. Congressman Snuck is stricken by budget-cutting fever and introduces an amendment cutting the appropriation in half. The NRPA Public Affairs Office who is monitoring this bill in the halls of Congress, is alerted to the amendment. Phone calls are made to all of the NRPA Regional Offices and Councils and other affiliates who relay the word to state society board presidents and society legislative committee chairpersons.

Let's stop right there for a moment to answer the question, "Why doesn't NRPA and their high-priced staff fight this amendment on the spot and forget all the telephoning? The answer is, they do begin the fight right then. But they are speaking with the voice of a recognized special interest group. There is nothing at all wrong with that but what is even more effective is for that voice to be backed up by hundreds and thousands of letters and phone calls from voters, spelled capital V-O-T-E-R-S.

So how do we generate this back up? Let's get back to the network. Remember how the state affiliate presidents and legislative committee chairpersons got the word? At most we're still just talking about a couple hundred people nationwide but now the multipliers start coming into play. If every board president and board member, committee chairperson and committee member contacted 5 or more friends and associates and those 5 contacted 5 more and so on it doesn't take a mathematical genius to figure out how quickly thousands of people can be moved to write or call their congressman on an issue or a bill.

Parks and recreation and the leisure movement has an almost unlimited reservoir of support and goodwill, if we'll just make the effort to tap it. We all talk shop with our non-park friends and neighbors. Why don't each of us make a mailing list of all these people and ask for their help when it's needed. We're really doing them a service besides the fact that we are encouraging them to exercise their civic responsibilities. A flood of letters and phone calls from the grass roots has an enormous impact compared to a few letters from park department directors on park society or city stationery. Legislators expect to hear from the special interest groups. When they hear the same story from their constituents en mass it really gets their attention.

At the risk of beating a dead horse I'm going to say again: "We've got to get out of the old rut of 'letting Charlie do it' and take upon ourselves a personal responsibility to do our part". NRPA and the state

affiliates can and must provide the information we need to act but it's up to us as individuals to take it from there. To do less is a disservice to the public we profess to serve and to our profession as a whole.

What are some of the things NRPA and the state affiliates do in this whole business of legislative advocacy? I've already mentioned the legislative monitoring system and the network system that is a tool of that monitoring process. Those activities represent the reaction side of the coin.

Reaction to me implies being on the defensive or trying to counter something that has already happened. Tough reaction is often necessary; it is far better in my opinion, to be on the offensive or at least try to lead instead of follow. NRPA and the state affiliates feel that way, too. So what are they ("they" meaning "us") doing to go on the offensive or at least try to lead instead of follow.

One of the most important and exciting initiatives in many a year in this regard is a legislative agenca priorities survey being conducted by NRPA's National Issues Action Committee; the NRPA Legislative Agenda Priorities Survey.

The survey is an attempt to determine what national issues the people in the leisure movement feel are most urgent and what priorities should be assigned to the various issues. Given that input, NRPA and our entire profession can take an action stance and advocate certain issues and positions to the new administration before legislative programs are drafted and before Congressional committees begin the legislative review process.

For this survey to be truly representative and meaningful, though, people must take the time to think through the issues and then respond to the survey. I can't urge you too strongly to get involved in this survey. Considering the budget and economic problems faced by the new administration, it's the squeaky wheels that will get the most attention. Our squeaks in one chorus before program priorities are set in concrete will be much more effective than our squawks after a less than desirable bill has been introduced.

In the beginning I listed three purposes of this little sermon: first, was to pass along a few suggestions on the art of advocacy. In that connection we mentioned the all important need to know your elected officials and to communicate with them personally. If you're too bashful to get personally acquainted, at least know their names and write or call them frequently. Take an active and personal role in your state society's legislative network. When the word is passed on a critical bill, act on it and call your friends and associates and urge them to act, too.

Secondly, we said we were going to inform you of things being done by your professional organizations in the field of advocacy. We cited the legislative monitoring system and its related legislative network

system. Both are just so much wasted effort unless we as individuals take a personal responsibility for acting when we are informed. We also talked about the priorities survey. Please involve yourself in this effort. It's the most important initiative to come down the pike in a long time.

Lastly, I said I was going to try and motivate you to get personally involved in the business of legislative advocacy. Perhaps that's a bit presumptuous since I'm obviously not a Winston Churchill or F.D.R. In spite of that, I hope that what you've heard will help you to realize the urgent need for individual action by all of us, individually and as a professional group.

Let the second thing after you get home be to get acquainted with your elected representatives. Stay in touch with them and with the people in your society who are trying to keep you up to date on what's happening in Washington and your state capital.

Perhaps the best way to close is to leave you with a couple of thoughts, the first being from John W. Newbern, a noted industrialist who said, "People can be divided into three groups: those who make things happen, those who watch things happen, and those who wonder what happened." I hope we fall into the first group.

Someone else and I can't credit the author who said, "We have an amply supply of handwringers. We have an ample supply of critics. We are in very short supply of people willing to lend a hand, to take an honest look at their responsibilities and then do something about them."

It's up to us. Will we be hand wringers, critics or active, responsible professionals?

Thank you.

LONG-RANGE PLANNING/MBO

By Dr. R. Henry Migliore

MANAGEMENT BY OBJECTIVES

A philosophy of managing based on identifying purpose, objectives, and desired results; establishing a realistic program for obtaining these results and evaluating performance in achieving them. This new extended definition was introduced in my book, MBO: Blue Collar to Top Executive, in June 1977.

Such a philosophy involves:

1. Defining an organization's purpose and reason for being.
2. Monitoring the environment in which it operates.
3. Realistically assessing its strengths and weaknesses.
4. Making assumptions about unpredictable future events.
5. Prescribing written, specific, and measurable objectives in principal result areas contributing to the organization's purpose.

    a. Negotiating and bargaining at every level from top line and staff positions down to the blue-collar level.
    b. Recognizing a performance contract embracing the agreed upon objectives.

6. Developing strategies on how to use available resources to meet objectives.
7. Making long- and short-range plans to meet objective.
8. Constantly appraising performance to determine whether it is keeping pace with attainment of objectives and is consistent with defined purpose.

    a. Willingness to change or modify objectives, strategies, and plans when conditions change.
    b. Evaluating progress at every stage so that needed changes can be made smoothly.
    c. Making sure that rewards are thoughtfully considered and are appropriate for the accomplishment. Recognizing the strengths and weaknesses of the extrinsic and intrinsic rewards.

9. Reevaluating purpose, environment, strengths, weaknesses, and assumptions before setting objectives for the next performance year.

The following discussion will cover each of these nine points in detail. Each point will be discussed as to (1) its importance, (2) the mechanics of using it, and finally (3) examples to help the Parks and Recreation Manager grasp each concept. I have assisted in the installation of this brand of MBO in a wide range or organizations over the past few years. All applications have been rated as successful. I have assisted 27 organizations with this planning system over the past 3 years. They include Duluth Missabe Railroad, Shell Oil Credit Center, First Methodist Church, Tulsa Park and

and Recreation Department, and our own School of Business at ORU.

PURPOSE

The first and likely most important consideration when developing a long-range plan with my new definition of MBO is to define the purpose or the "reason for being" for the organization or any specific part of it. This is usually a difficult process. Peter Drucker, in his book, Management, defines the purpose of organization on pages 74-80. Here he starts with the marketing concept, which says to organize a business to satisfy a need in the market place. Drucker says, "It is defined by the want the customer satisfies when he buys a product or a service. To satisfy the customer is the mission and purpose of every business".(1) He continues, "Business enterprise, however, requires that the theory of the business be thought through and spelled out. It demands a clear definition of business purpose and business mission. It demands asking, 'What is our business and what should it be?'" (2) In my book, MBO: Blue Collar to Top Executive, I emphasize many steps before setting objectives. Drucker stoutly declares, "Only a clear definition of the mission and purpose of the business makes possible clear and realistic business objectives. It is the foundation for priorities, strategies, plans, and work assignments. It is the starting point for the design of managerial jobs and, above all, for the design of managerial structures" (3). "Clearly, if purpose is defined casually or introspectively, or the list of key result areas neglects some of the less obvious threats and opportunities, the fabric of organization objectives and resources rests on shaky foundations. As Calvin Coolidge puts it: 'No enterprise can exist for itself alone. It ministers to some great need, it performs some great service not for itself but for others; or failing therein it ceases to be profitable and ceases to exist.'"(4) Please note the statement of purpose for the City of Tulsa Parks and Recreation Department.

> To provide the maximum opportunity for the meaningful expenditure of leisure time for all citizens of Tulsa and surrounding communities.
>
> To provide efficient maintenance and support of all park related and leisure activities and facilities.
>
> Exhibit a well-managed collection of live animals in attractive and instructional displays, supplemented with non-living exhibits of related natural history significance for the education and enjoyment of all visitors.
>
> To effectively plan for expansion of program content and facility inventory based on documented and expressed need.

Defining purpose is not always easy. Drucker describes how American Telephone & Telegraph Co. defined its business purpose, as "'Our business is service.' This sounds obvious once it has been said. But first there had to be the realization that a telephone system, being a natural monopoly, was susceptible to nationalization and that a privately owned service

in a developed and industrialized country was exceptional and needed community support for its survival. Second, there had to be the realization that community support could not be obtained by propaganda campaigns or by attacking critics as 'un-American' or 'socialistic.' It could be obtained only be creating customer satisfaction."(5)

Another way to help understand purpose in organizational subunits comes out in the Bacone College story. When Charles Holleyman, President of Bacone, took over, "We took every position, including mine, and theoretically fired every one," Holleyman recalled. "Then we started placing them back and justifying their positions."(6)

What they did in effect was to determine what purpose each function had to offer in terms of its contribution to the overall. If it couldn't be justified, it was combined with others that were only partially justified.

GAUGING THE ENVIRONMENT

It is vital for the organization to gauge the environment within which it operates. This should be standard practice for all organizations, including universities. My own experience and study have convinced me of the importance of realizing that anything that can happen ultimately will happen. The late Ed Green stated in our long-range planning seminar at ORU that "man really has no idea what things will be like in the future in spite of our attempts to predict the same."

Examples for the School of Business might be the trends we see in education, the nationwide increase in enrollment in MBA's, faculty salaries, ethical and social responsibility, and increased growth of adult education to mention a few.

Looking at a Park and Recreation Department, a helpful way to relate shifts in the dynamic environment to current operations of a park or department is to move first from the general environment to a recreation analysis, and then to assess how the particular park or department stands in that recreation industry.

This environmental analysis stage is where we look at the past, identify trends, and in effect take the pulse of the environment in which the organization operates. Environmental analysis should not be confused with our assumption base discussed later.

Recreation surveys, marketing research, trends in recreation activities, time expended for leisure activities, are all environmental factors for a Park and Recreation Department.

STRENGTHS AND WEAKNESSES

After we have identified our purpose and considered the environment in which we operate, we must assess the strengths and weaknesses of our organization. Howard H. Stevenson states, "Business organizations have certain characteristics -- strengths -- which make them uniquely adapted to carry out their tasks. Conversely, they have other features --

weaknesses -- which inhibit their abilities to fulfill their purposes. Managers who hope to accomplish their tasks are forced to evaluate the strengths and weaknesses of the organization...."(7) Some of the things normally looked at would be your key resources: human, financial, facilities, faculty, equipment, natural resources. It is relatively easy to identify the strengths in each. When you attempt to define weaknesses, it becomes a little more painful. Often organizations must call in outside consultants to be able to candidly pinpoint their limitations. But weaknesses and limitations must be recognized before you move on.

I often have an organizational group identify strengths first and write them on the board. Through discussions, the group agrees on perhaps five major strengths. I then write them on the board to get the discussion going. Only with a realistic appraisal of strengths and weaknesses can realistic objectives be set. An example of a strength from the Tulsa Park and Recreation Department might be that it has very modern, updated animal care equipment for its zoo. An example of a weakness might be the limited parking area at the Belcher Golf Course.

ASSUMPTIONS

The next stage is to make your major assumptions. These should be made about spheres over which you have little or absolutely no control; e.g., the external environment. One good place to start is to extend some of the items studied in the Environmental Analysis.

Should this stage appear unimportant in developing a long-range plan consider this:

1) If by studying our environment in the Tulsa Park and Recreation Department we assumed there would be a dropoff in demand for gold, we would not have had an objective of hiring one more greenskeeper.

2) More than likely all the automotive companies have assumed no oil embargo will be imposed next year. Consider how their plans and objectives would change if they assumed an embargo was in the offing.

The Tulsa Park and Recreation Department assumptions might be:

1) Golf will continue to be a leisure-time sport that people enjoy participating in.

2) People will continue to visit the zoo in spite of higher cost for transportation.

3) Interest will continue for softball leagues in the city parks.

This stage seems elementary but it must be done. It helps you identify all the important factors that you feel will remain constant. If any one changes drastically, major revisions in plans might be needed.

OBJECTIVES AND GOALS

Management by objectives (MBO) has caused a stir in all areas of organizational life over the past 20 years. It is well to remember that the word management is the key; the use of objectives to help manage for results. We have been using my definition of MBO at Oral Roberts University in the Business School. Before any discussion of writing objectives can begin, we must again refer to the new definition of MBO presented in my book, MBO: Blue Collar to Top Executive, and outlined on page 1. The purpose of the unit must be defined, environmental analysis made, strengths and weaknesses assessed, and assumptions made. Then, and only then, can objectives be considered. I will continue with examples in Park and Recreation:

Objectives must be clear, concise, written statements outlining what is to be accomplished in a key priority area, in a certain time period, in measurable terms that are consistent with the overall objectives of the organization.(8) Objectives can be classified as routine, problem-solving, innovative, team, personal, and budget performance.(9) Drucker feels that "objectives are not fate, they are direction. They are not commands; they are commitments. They do not determine the future; they are means to mobilze the resources and energies of the business for the making of the future."(10) Objectives can be set at upper organizational levels in:

1. Profitability and growth
2. Market position and penetration
3. Productivity
4. Product leadership
5. Employee morale, development, and attitudes
6. Physical and financial resources
7. Public responsibility (11)

As objectives are set down into the organization, some of those mentioned are not applicable. I believe this list could be applied is a park and recreation setting. Our ORU First Lady, Evelyn Roberts, has said, "You can't achieve goals if you don't have any. Sometimes this idea is so simple that many people pass it by. In order to accomplish anything, we've got to first purpose in our hearts to do it. We've got to make up our minds. If we don't, we just waste our time and energy and find ourselves going around in circles, looking back at the past and wondering where it went."(12) The discussion here will center on objectives in a park and recreation setting.

Routine Objectives

Routine objectives have to do with those activities, jobs, or work assignments that occur regularly and predictably. An example of a routine objective for a Director of a zoo might be: I will meet every report deadline outlined in the Director's Manual each calendar quarter in 1980. Notice the objective states what is to be accomplished. "I WILL MEET EVERY REPORT DEADLINE IN THE DIRECTOR'S MANUAL," in a certain, measurable time period, "EACH CALENDAR QUARTER."

Other routine objectives might be: (1) All animals will be fed according to their scheduled times each day. (2) All cages will be cleaned by 2 p.m. every day. (3) Meet with the veterinarian three times per week.

Problem-Solving Objectives

Problem-solving objectives identify existing, recognized problem areas and state a time period for solution.

An example of a problem-solving objective for the zoo director might be: (1) Develop a schedule on how my crew will work Chimp Island in our area work routine, without requiring any additional employees by March 20, 1981. (2) Within 30 calendar days I will furnish a list of tools and equipment that will be needed to perform routine work on Chimp Island.

Innovative Objectives

Innovative objectives look to the future, suggest a completion date, and usually improve an existing situation. For example, an innovative objective for a zoo director might be: I will establish a more efficient operation system in the children's Zooseum, and implement by April 1, 1981. Another innovative objective might be: Within the next 6 months I will train the elephants to do two new commands to add to their existing exercise routine.

Personal Objectives

Personal objectives relate to the person himself, and they are those he wishes to achieve during the year. Examples for a zoo director are: (1) Within the next 6 months I will write a paper for publication on the Chimp Island. (2) I will research wildlife laws concerning owning of wild animals in State of Oklahoma by August 1, 1981.

Team Objectives

Team objectives are those that need to be accomplished with another member of the organizational team. An example for the zoo director might be: For the next 6 months I will encourage my crew to read and review literature on the care and breeding of animals under our care, and to develop a good working arrangement with the new veterinarian and a progress report will be issued at the end of the 6 months.

Budget Performance

Budget-performance objectives are quantitative, measurable, and usually are set on a yearly time frame consistent with the organization's financial year. An example might be: The Mohawk Park Zoo will operate within its $500,000 yearly budget during 1981.

Budget performance is usually felt to be the most important because of its financial nature. The others are just as important to support the total MBO program.

How To Measure Performance

One practical, easy way to record, communicate, measure, and update objectives is through a "Performance Plan Book" or "Management Plan Book." All objectives for the organization are in this book. The objectives are reviewed each quarter and updated. This is a method I developed at Continental Can Co. in 1967. It greatly reduces paper work and provides a convenient method for review.

CONCLUSION

The objectives become a performance contract after they go through this process:

1. Properly written and submitted to the boss.
2. Discussed and negotiated with the boss
3. Resubmitted to the boss.
4. Approved by both parties.
5. Some organizations have both parties sign the objective sheet.

Note the worksheet attached. It covers all the considerations to be made before objectives are set. It is a good idea to have your entire department work together on it.

STRATEGY

After the objectives and goals have been set, a strategy must be developed to achieve the goals and objectives. A good way to outline a strategy is to ask yourself: How am I going to commit my resources? Your answer will be your strategy. Or you might describe strategy as your "game plan." New ORU basketball coach Ken Hayes could use a strategy of shifting from a man-to-man defense to a zone press. The School of Business is considering the strategy of allowing "accountable time" to one professor each semester to do proper research. Some examples of strategy for a Park and Recreation Department might be:

1) Develop the monkey island as a main feature of the zoo
2) Advertise the opening pools on TV
3) Raise the price for use of tennis courts

It is during the strategy phase that we consider organizational structure. Drucker says, "The best structure will not guarantee results and performances. But the wrong structure is a guarantee of nonperformance."(13)

OPERATIONAL PLANS: LONG AND SHORT RANGE

After all the steps have been taken and a strategy has been developed to meet our objectives and goals, it is time to develop both a long- and short-range plan. Examples of long-range plans would be found in building, equipment, hiring personnel, developing programs, and so on. It is important not to confuse objectives and strategy. This is the "action" or "doing" stage. Here you hire, fire, build, advertise, and so on. In every long-range plan I ever developed, (I was responsible for long-range planning

at CCC-Elwood from July 1967 to October 1968; on numerous consulting assignments since) we developed proforma income and balance sheets for 5 years. For a Park and Recreation Department, a 5-year forecast of funds needed from city budget process should be completed.

In using Long-Range Planning/MBO, we should not confine the handling of problems in the short term.

APPRAISAL

The last stage then is to appraise the organization and each of its entities to determine if all objectives have been met. Have the measurable objectives and goals been accomplished? How far did actual performance miss the mark? Did the attainment of the objectives and goals support the overall purpose? Has the environment changed enough to change the objectives and goals? Have additional weaknesses been revealed that will influence changing the objectives of the organization? Have additional strengths been added or your position improved sufficiently to influence the changing of your objectives?

Has the organization provided its members with organizational rewards, both extrinsic and intrinsic? Is there a feedback system to help the members satisfy their high-level needs? Please note how my brand of Long-Range Planning/MNO is easily revised. Note the various objectives and the quarterly review. If there is a deviation, the problem is "red flagged" and given attention. For example, I review the School of Business objectives and results with my boss quarterly. If there is a major problem that would inhibit goal attainment, I will let him know immediately.

Part of the appraisal process is the reward system. This is difficult to manage. To determine if the organizational reward system is working properly, ask any member, "What is the most satisfying thing you do?" If the respondent lists half a dozen items and his work is not included, then you have an organizational problem. People are seeking the satisfaction of the higher-level needs of self-esteem, recognition, and autonomy. If the organization does not have the means of satisfying these higher-level needs, organization members will go outside the organization to have these needs met. When this happens, the outside areas of interest, Girl Scouts, PTA, church clubs, and so on receive the major part of the enthusiasm and independent and innovative work of the organization member. His job, and the organization itself, receive only his base efforts. An organization can sustain itself for quite a while in such a situation. The loss is in the hard-to-measure factor of what could have been accomplished if every organization member were receiving at least some of his higher-level-need satisfaction from within the organization and he was giving the resultant enthusiastic innovative support to the organization.

I would not claim to thoroughly understand this complex situation, but I can make these observations:

1. Salary is largely a "dissatisfaction"; if it is adequate it tends to be a short-term motivator. If it is inadequate, it is a long-term problem and cuts innovative, enthusiastic support.

2. Most persons feel they are worth more than they are paid.

3. There is a universal problem in all industries and organizations in giving extrinsic rewards for performance.

4. Provision must be made for the person to satisfy higher-level needs <u>within</u> the organization.

On the following page is a quick review of what has been covered. Examples of ORU basketball, the situation I found at Chicago Stockyards in 1967, and the Tulsa Park and Recreation Department are given.

	Basketball	1967-68 Continental Can	Tulsa Park and Recreation Department
Purpose	Spread ministry through basketball, have prestigious, well-recognized, strong program	Survival and profit in the packaging business	Provide opportunity for leisure-time activity for Tulsa and surrounding communitites
Environmental Analysis	Statistics and analysis of other teams	Pork prices, trends in new packages	Time spent doing leisure activities in Tulsa is increasing
Strengths and Weaknesses	Good shooters, weak bench, new coach	Knowledgeable managers, poor organization	Zoo has excellent facilities. Zoo has poor location
Assumptions	Rules will stay the same	Demand for ham stays same. No governmental controls	Zoo will continue to receive funds to opate
Objectives and Goals	Win NCAA by 1985, recruit 7-foot all-American high school player in 1980. Win 20 games 1979-80	Cut M.E. efficiency loss of - 17% by April 1968 to break even	Expand zoo acreage with 50 new acres
Strategy	President Roberts help recruit, have disciplined offense	Go after the fruit packers, government business	To encumber all land acquisition Bond Funds by June 30, 1980
Long-Range Plan	Schedule 15 teams in the top 10 over next 5 years	Relocate department in stages over next 5 years	Over 2 years complete seashore exhibit
Short-Range Plan	Visit high school of top 10 choices, visit parents, basketball camp in summer	Follow the MBO plan for the year and the budget	Assign two employees to open first exhibit section by August 1, 1980
Appraisal and Recycling	12-13 record last year, recruiting questionable, new coach can turn around	Ran 10 straight weeks in black April 15, 1968	Contractor has started construction, nearing completion of first exhibit

To assist you in learning the planning process, develop a long-range plan for (1) your park or (2) recreation center, etc. As we study each phase, fill in pertinent information.

You are doing the planning for your area or department. Fill in the blanks for each step in our planning as it would pertain to your specific situation.

The purpose of my job:

The environmental analysis indicates:

1.

2.

3.

I feel the strengths are:

1.

2.

3.

The weaknesses could be:

1.

2.

3.

I will make these assumptions:

1.

2.

3.

To achieve our purpose, these five objectives are set. They should be your most significant key result area.

1.

2.

3.

4.

5.

The objectives are then negotiated with the boss. This then becomes a performance contract.

To meet these objectives, we will use the following strategies: There should be one strategy for each objective.

1.

2.

3.

4.

5.

Based on these strategies, the following long-range plan will go into effect:

1.

2.

3.

The short-range plan is the first year of the 5-year plan. We will do these things this year.

1.

2.

3.

Schedule performance review dates. They should be done at least quarterly.

My appraisal of the previous year would be:

1.

2.

3.

4.

Look for needed changes or modifications from purposes through short-range plans as conditions change.

Determine appropriate rewards if objectives are met.

Reevaluate entire process before starting a new year.

If you are interested in learning more about these concepts, my books, Long-Range Planning/MBO and MBO: Blue Collar to Top Executive, will help you. Contact me at School of Business, Oral Roberts University, 7777 S. Lewis Avenue, Tulsa, Okla., or call (918) 492-6161, ext. 2464, for copies.

FOOTNOTES

1. Peter Drucker, Management (New York: Harper & Row, 1974), p. 79.
2. Ibid, p. 75
3. Ibid, p. 75
4. John Humble, Social Responsibility - the Contribution of MBO
5. Peter Drucker, Management (New York: Harper & Row, 1974), p. 77
6. Business Success Story, Tulsa World
7. Howard H. Stevenson
8. For an excellent presentation of how company and organization objectives, are set, refer to Dr. Richard Johnson's dissertation, A Systematic Approach to Long Range Planning (1969, North Texas State University). Before objectives can be set, the organization must monitor its environment, make assumptions, set criteria, assess its strengths and weaknesses. Only then is it in a position to set objectives and goals. Also refer to my book, MBO: Blue Collar to Top Executive (Washington: Bureau of National Affairs, 1977), pp. 2, 3. I suggest defining purpose and then the other stages before objectives are set. Also refer to George Morrisey's book, Management By Obejctives and Results, pp. 62 and 63, for guidelines and sample objectives.
9. Penton Publishing Co.'s Education Division has an excellent MBO cassette/text Programmed-Learning Course. It recommends and gives examples for these types of objectives: routine, problem-solving and innovative.
10. Peter Drucker, Management (New York: Harper & Row, 1974), p. 102.
11. Paul Mali, Managing Objectives (New York: Wiley, 1972), p. 117.
12. Evelyn Roberts, Daily Blessing (Tulsa: ORA Press, January-March 1977), pp. 10, 11.
13. Peter Drucker, Management (New York: Harper & Row, 1974)

Innovations in Equipment for Economy and Efficiency

Chairman: Gary Morgan
Panelists: Dewey Shroyer
Don Willding

Due to the general trend of the American public toward a lowering of taxes and decrease of government action in the private sector of life, park administrators are faced with the realization that they will have to produce an equivalent amount of services for less money.

In the City of Dallas, the Dallas Parks and Recreation Department must maintain 25,000 acres of parkland. This includes 400 miles of rights-of-way, medians, and other such areas. The problem of street ROW's medians and drainage ditches have been divided into four different classes. These classes are:

Class A - This type of median has landscaping inside the curb area, and includes irrigation facilities.

Class B - This class median has landscaping and has no irrigation facilities in its boundaries.

Class C - These medians are of turf only.

Class D - These medians are paved with either concrete or asphalt.

The equipment most commonly utilized for the care and upkeep of the landscaped and turf areas was a crew of park employees sent out with power hand powers and edgers. Due to the high safety hazard, intense labor usage and underrated equipment, this process became obsolete. In order to complete these jobs in a short amount of time and utilize less labor and expense, the park department utilized riding mowers, riding sweepers, and chemical spray programs. The park department found that it could cover more territory with 72-inch mowers in small tight areas. This piece of equipment can maneuver in smaller areas than a tractor with a large mower unit.

In order to take the place of a 5 to 6 man crew for litter pick-up, the department utilizes a Jacobson rear trash pick-up unit. This unit can be operated on the turf to pick up leaves and trash in a fraction of the time that a complete crew could do the same job. The design of the sweeper allows the operator to transport refuse to a common dump site or to a waiting truck. To remove litter from the street curbs, the park department uses the Tenant street sweeper. This unit is small and utilizes brushes to pick up the trash and litter.

The Texas Tech Grounds Department also uses some of the same equipment. The grounds department uses the 72-inch rotary mower along with a nine-gang reel mower to cover 18 feet per pass. This helps to cut down on the amount of time to cut a large area and also reduces the amount of labor and equipment to complete the job. Weedeater trimming devices are still used to control the growth of the grass around poles, against

buildings, and other obstacles where a mower cannot reach. In the Dallas Parks, the use of kill chemicals and growth regulators are utilized to complete this task.

In response to the problem of road medians, the upkeep and mowing of these medians, the Dallas parks have developed a total kill herbicide such as Roundup, and sterilizes the soil and applies a layer of wood chips. This procedure reduces the amount of mowing close to trees and in tight spots. This technique also helped to reduce the amount of risk of having a mowing crew on an area where the mower is too big for the job.

For big jobs, the different departments use flail mowers that can cut up to 18 feet. These mowers have wings that can be raised in order to cut in close spaces. This mower can cut the mowing time in half in the larger areas.

In the field of chemical control the Dallas Park Department uses a device called the Swing Lock Sprayer. This device can be attached to the front of a pick-up truck and easily spray with one employee what would normally take two employees. This sprayer can spray any insecticide or herbicide over a large area to effectively control the growth of weeds and grasses in areas where they are unwanted. Spot treatment of unwanted weeds can also eliminate a problem before they can become a nuisance. This can be done with two employees, and can cover a large amount of space in a short time.

In both the Dallas Parks and at Texas Tech, tree maintenance can be a problem. Trees must be kept out of power lines and up out of the pedestrian's head room. One piece of equipment that is utilized is a power bucket pruner. This pruner can remove large branches easily and in a short amount of time. The bucket lift can be mounted on a truck that the department already owns. This can save several thousands of dollars, and use one piece of equipment for diverse purposes. The limbs that have been removed are fed through a wood chipper and are then spread in areas that have been sterilized to become maintenance free.

One of the biggest problems that a department has is the control of pedestrian traffic. People walking on the grass and through flower beds can ruin the turf and damage the shrubs. In order to control the traffic, the use of sidewalks and paths should be built. These steps may help to keep visitors from venturing into areas that are being seeded or worked to prepare for planting. To control vehicle traffic in the park systems, roads, posts, retaining walls and other physical barriers can be put into use. Visual barriers can also prevent the cars and trucks from driving on the grass.

Another aspect of turf maintenance that can help to cut down on cost factor is to fabricate additional equipment from existing parts in the department. This procedure can cut down on the cost involved in the purchase of new equipment. Placing new mower attachments on existing

mower frames that may be operable, making new attachments for snow removal or street sweeping that can be placed on mowers in the off-season can also save hundreds of dollars.

Another factor that can be used is to implement an existing safety program with an orientation program that will help the new employee to become familiar with the department and the workings of some of the equipment. By having a program such as this, money can be saved on the amount of down time that may occur on equipment. This program can inform the new employee of his rights or benefits that he is entitled to as a part of that organization. This type of program can be accomplished through the use of either printed material or with a slide show presentation.

Uses of Native Plants on Public Property

Chairman: Dr. Joanne Westphal
Panelists: Benny Simpson
Dr. Billy Hipp

Dr. Joanne Westphal:

In order to obtain financing for research dealing with native plants, one must create a strategy to cause federal and state agencies to take an interest and sponsor the program. One strategy which may be used is the overconsumption of water by homeowners for landscaping purposes. For example, during the heat wave in the summer of 1980, the water level in Richardson, Texas was running dangerously low. A water ordinance was put into effect in order to conserve water on July 15, 1980. When the ordinance went into effect the water usage dropped substantially, but after the citizens realized the ordinance would not be enforced the water usage went back up. Obviously, all of this water was not being used for landscaping purposes, but a major percentage was being applied to landscapes.

The lack of law enforcement is an obvious factor in the case of Richardson. Had the ordinance been enforced the ordinance might have been effective. Regardless of the factors involved in the water shortage, water is being used by the average household for the maintenance of landscapes. Many of the ornamentals used in landscapes in Texas are not native to Texas and not only require more water but require more maintenance and fertilizer.

Research is being done in the field of native plants. Base line data is in the process of being computerized for reference in incorporating the use of native plants into our parks and landscapes.

Base Line Data:

1. Developing a compendium for plant materials for Texas.
   Source: Search of the literature. Identify sight and morphological characteristics associated with individual species.
   Management of data: Develop a substitutability index, computer stored and indexed.

2. Determine current levels of use for various species in Texas.
   Source: Professional landscape services
   Purpose: Determine site limitations. Determine maintenance requirements.
   Management of data: Substitutability index.

3. Determine availability/cost of plant materials.
   Source: Commercial nurseries.
   Purpose: Determine availability of plant materials. Determine cost factor.

4. Integrate data from the above sources as a part of the substitutability index for the individual plant species for Texas.

This information is put on a computer for reference for park planners, residential homeowners, commercial nurseries and landscape architects. By using this information, professionals as well as non-professionals, will know what is available and what the alternatives are when using plant materials. This computer information should be available by the summer of 1982.

Benny Simpson:

What is a native plant? According to Elbert Little of the Forest Service, "a native plant is one that has not been moved." One thing that must be remembered when working with native plants is, provenance. One must consider the closest and easiest source of a particular plant.

In order to use native plants on public property, one must grow almost all of the native plant material himself. Most native plants are not available in nurseries. The process of growing native plants has two basic requirements; a planting bed and a person who is willing to work with native plants. Native plants require a significant amount of attention. A greenhouse would be more effective than an outside planting bed but most departments have limited budgets for a greenhouse.

The Forest Service has been raising native plants for years. Raising their own trees is economical and ecological.

Suggested native plants for Texas and Oklahoma:

1. Oaks - There are a great number of oaks in Texas and Oklahoma. Texas has 43 distinct species and 2 varieties of oaks. 9% of total oaks, 18% of oaks in America and over 70% of oaks in the United States are in Texas. Oaks range in size from less than 3 feet to over 100 feet. We need to start planting small due to smaller lot sizes and water consumption.

2. Legumes - Redbuds (all have hard seeds).

3. Sumacs - Will need stratification.

4. Plum and Cherry trees.

5. Special seeds - Soapberry, Viburnums. (These have a double dormancy requirement and are tricky to grow. They will not develop a root unless it is warm and they will not throw a a stem unless it is hot.)

6. Tiny seeds - must be planted in a greenhouse due to wind and water erosion.

Dr. Billy Hipp:

Native plants supplied by nurseries is a new concept in plant production. Little is known about the propagation, fertility requirements, and cultures of native plants.

Boxwood is a plant which is commonly used in Texas landscapes. The Boxwood is not a native of Texas. Tests have shown that the Madrone and the Cenzio, both native of Texas, use less water and grow more effectively than the Boxwood.

Water Comparison Studies:

In comparing the water usage of the Cenzio, Madrone and Boxwood, one gallon pots were used to grow the plants. These pots were equipped with tensiometers which regulated moisture levels at .1 bar to .3 bars in the peat/perlite media. The meters regulated regular soil at .6 bars to .7 bars.

The growth of the Madrone was measured by a leaf area meter. The problem with this measuring device is measuring growth without destroying the plant. This meter is effective if the leaf is not too big. Measuring leaf sizes determined the water usage in millimeters per day per plant, for a variety of leaf sizes. Leaves with 1000 centimeters of area used approximately 200 millimeters per day.

Another method of determining water usage is to place the tensiometer inside the pot and water the plants as they reach a certain moisture tension. The water going in and out of the plant is physically measured. This method will allow a calculation of how much water is used per unit of plant material.

Percentage of Nitrogen in Plant Tissue Analysis:

Tests have shown that most native plants require 100 parts per million of nitrogen per irrigation to obtain maximum growth. In many cases 200 parts per million will cause reduced growth. A few native plants will obtain maximum growth at 50 parts per million.

Dr. Joanne Westphal:

The actual state of the art of native plants is unclear at this time. Researchers do not know what factors are influencing the current demand situation. Research will explain why nurseries are not supplying native plants. When these and other questions have been answered, the information will be integrated with information on where these plant materials can be found and the means by which the plants can be propagated into parks and commercial settings. The economical value of native plants needs to be considered. Will the native plants actually save money or should the ornamentals continue to be used since ornamentals are already built into the system? The answers to these questions will be the deciding factor on whether we should in fact, introduce native plants.

Interrelationships of Boards/Directors/City Managers

Chairman: Jack Robinson
Panelists: Dr. Gail Gilbert
Levi Davis

Amiable interrelationships among local governmental entities is essential to successful management and quite helpful to a successful Park and Recreation Department.

It is a terrible disaster when these agencies are vying against each other. When this is the case, the agencies are obviously not thinking of the people they serve, but rather of themselves and seeing that their empires are not bothered.

Much may be gained through the presence of good interrelationships of the governmental agencies. When Dr. Gail Gilbert was president of his school board, they built the first cottage schools in America. The city cooperated with the school board in establishing these schools. The North Jeffco Park and Recreation District, of which Dr. Gilbert is president, later came along to take over these cottage schools. Being the man who signed all the papers to set up the schools, he was also the man who took them over for the Recreation District. Three different agencies were involved here -- the school district, the city, and the Recreation District. This is one example of what can be accomplished with the presence of such interrelationships.

The North Jeffco Park and Recreation District has a situation which is unique. This is a cooperative agreement with the city of Arvada, Colorado, which is within the North Jeffco district. The city has an adequate, economical recreation department without having to levy taxes to support it. The Park District on the other hand, has support of a governmental entity with significant financial backing. In all, there are about seventy parks, some belonging to the city and some to the district. The Park District takes care of all sites and maintains the grass on the medians and in front of the city hall. Generally, when a city council is faced between appropriating funds to repair a pothole and repairing something in the parks, it will understandably fix the pothole. Under this cooperative agreement, the city does not have to worry about the parks, they are taken care of by the district. The city can provide funds for certain projects for the district since they have the capabilities of levying sales taxes, etc. The system works very well. Citizens of the district benefit with this arrangement. This is an avenue of interrelationship that is unique to this situation, about which everyone is pleased.

The North Jeffco District also has a foundation. It was first established as five people, but has since been revised to include a number of involved people who are called Friends of the North Jeffco Foundation. They get on the foundation through donations of money, trees, etc. It is a self-promoting thing. They make their own money and are careful to include only solid and prominent citizens. The district helps to promote the foundation through news releases, etc. The foundation

The foundation also has an IRS exemption so that people may make donations and receive tax benefits.

Often, people are willing to make donations to foundations when they are not willing to make donations to the city. This often creates problems because the city sometimes feels that the first responsibility is to the city, and encourages the donations to be made to the city instead of the foundation.

If the foundation begins to get out of their scope, the Board can clamp down and take their authority away. Citizens elect people to direct their tax dollars, and these people should have the final say as to where these monies go. Any foundation should never have any more authority than their elected governing bodies will give them. If power can be given, it can be taken away. The potential for conflict between the manager's office and the Board exists, but the council appoints the Board, so little or no conflict exists between these.

Levi Davis, assistant city manager of Dallas, Texas, has responsibilities encompassing departments and areas that are primarily human service oriented; the Park and Recreation Department, Public Health, Human Services, convention centers, sports arenas, hotels, restaurants, etc. His role is primarily in the area of management: planning, organizing, setting goals and objectives, evaluating results, and planning again. He has recently begun working with the Park Department. He has found that it is quite different from working with his other departments where he is involved on a day to day basis with department heads, budgets, procedure, personnel, etc. Here, he is working with a department head who has a board (Park Board) between him and the department. His role seems to be primarily liaison responsibilities between the city and the Park and Recreation Department. He keeps the city manager informed as to what is going on in the Park Department and coordinates the department, the Board, and the city council. He deals with the head of the Park Department who keeps him informed of what the Park Board says. He does not deal directly with the Park Board. He carries the information from the Park Director to the city council.

His other primary responsibilities are budgetary. If the Park Director wants to do a project, it is Davis's responsibility to see that adequate funds are available; that they are correctly identified, and that it is in the program description as to what the project is all about.

Davis feels that in order to best carry out his responsibilities with the Park Department he must get to know the Park Director on a one to one basis. He needs to know what his problems are. He also must run interference for the Director at the city council level and relies on the Director to run interference for him at the Park Board level. Strong communication on a one to one level is essential to success in the assistant city manager's position, and to the Park Department's success with the city council.

Davis steers clear of the day to day operation of the Park Department.

He feels this is the Director's responsibility. He keeps his attention primarily focused on the budget, information flow, and the coordination between the council and the Park and Recreation Department.

In municipal government, there are departments that do not have an advisory board, who work directly for the manager; there are departments with advisory boards, and there are administrative departments with an administration board. Jack Robinson is Park Director of Dallas, Texas, which has an administrative department. It has a seven member Park Board appointed by the city council. This board has the right to set policy and the city manager's office has responsibility for budget control. There has been a struggle over the years between the Park Board and the manager's office in that the Park Board has been reluctant to give up any authority. In a city manager form of government, it is very difficult for the city manager not to have control of all the departments. Presently, there is a very minimal amount of friction. The city manager, the assistant city manager and the park director work very well together. The department has a very strong sense of responsibility for the program and for the direction of the department. They feel they should operate within the guidelines set by the city council; they do not feel a strong responsibility to the manager as such. They submit their budget to the city manager who in turn submits it to the city council. At this point, if the Park Board and the city manager are not in agreement on the budget, the Park Board then has the right to go before the city council and argue for the Park Board budget. This is different from the case of a municipal government without an administrative board situation. When only an advisory board is present, whatever the city manager says goes. The Park Board must be careful, however, that this privilege is not abused.

A major advantage here is that seven people are working full time on park business, meeting on a weekly basis from one-half day to a full day. This provides an opportunity for citizens who know what they are talking about to address a Park and Recreation issue.

Another plus with this type of system is that these members of the Park Board have strong ties and feelings of involvement with the policy setting and budgetary processes. The Board has the authority to set policies that are law. These may be enforced from a park level, but in order for the police department to enforce them, the policies must be taken to a city ordinance level. There must be a very close liaison between the two departments.

Having worked with both an advisory board and an administrative board, Robinson has found that an administrative board tends to be much stronger. They tend to recognize that they have more clout than the advisory board. He has also found that having this clout enables the board to meet for a much shorter period of time, solve the problem, and go on to something else. The advisory board may talk and talk and not accomplish anything simply because they are advisory and do not have this clout. The board must have some authority and responsibility and their meetings must be given some meaning in order to be effective. This is a common problem with advisory boards. One of the most dangerous things in town can be a political advisory board because they can go around the

manager to the council and the director is caught in the middle.

The key point here is that the professional works as closely as possible with whatever board he might have and strengthens this board as much as possible.

Some Park and Recreation Directors have unique situations in that they have many other functions under them besides park responsibilities. One example of this is with Perry Scott, Director of Park and Recreation of Abilene, who has the libraries, civic center, dog catching, health, and others. Working with his Park Board is only one aspect of his responsibilties. He also deals with the Abilene Zoological Society, which is an administrative board.

The Park Budget is a general fund budget. The revenues of the department go back into the general fund and are not pigeonholed for other Park and Recreation programs. In Dallas, the Park Department is the sixth largest department in the city. The Police, fire, sanitation and water, utilities, and Dallas Transit System are larger than the Park Department and are considered basic and essential. When city budgets are cut, a good chunk of the cut will obviously come out of the park budget, since it cannot be taken out of these other areas. Although the Park Department is essential to a better quality of life, the essential services are going to take priority with the people.

Recently in Dallas, an election was held to decide whether to reduce city property taxes. By educating the citizens about what they would be giving up with this tax cut, the proposal was outvoted two to one. When citizens realized they had a quality of life they wanted to maintain, they evidently decided they were willing to pay the increased cost.

Defense Against Budget Cuts: New Master Planning Techniques

Chairman: Steven M. Park
Panelists: Sam Huddleston
Steve Ownby

Sam Huddleston: "User Types of Information, an Analysis of Master Planning Techniques"

Important items in defending against budget cuts are accountability and defensible decisions. All of us are accountable for all the decisions we make. Consultants are held accountable when under contract with park and recreation departments to staff, board, city council and/or the people of the particular jurisdiction. As administrators of park and recreation people, you have a special accountability to the decisions the type of job requires you to make. The decision to spend money on a soccer field or a swimming pool, or land for a nature center. How do you make that decision accountable? How do you defend it? It takes time to make defensible decisions properly and it takes extensive information. How do you defend yourself when you make hundreds of decisions with inadequate information? You don't.

Today it is possible, with computers, to collect and use extensive information necessary to make defensible decisions. The best management tool to defense against budget cuts in the area of operation is a master plan.

Master plans have changed in recent years because of new developments in electronics. People have different views of what master plans are supposed to do. One major fault all along has been that the plans were often opinionated. For example, a consultant who passes decisions down from his ivory tower. The converse of opinionated is dispassionate. Which is more defensible? Personal opinions or a dispassionate consensus? Obviously, it is difficult to argue against consensus. A competent master plan of the kind we are discussing here is a system plan, meaning a plan composed of more than one part. Many decisions must be made when putting together a master plan; location and size of proposed facilities, the types of areas, where it would be, the facilities to be included, for an act of recreation or a passive use space, overall programming and many decisions. How defensible are these decisions? The bottom line for any project should be that every decision should be defensible.

A sound master plan is like a three-legged stool: one leg is the land and the facilities you wish to put upon it (your basic resource). A second leg is the people, the users of the land and the facilities. The third leg is the people needed to build, maintain, and operate the system. All three legs are essential. Each is dependent on the other. A balanced consensus of all three must be achieved if the stool is to stand and serve its function. Until ten or fifteen years ago we had not begun to consult the people who used our parks and programs.

We began to consult with citizens by holding public hearings. This added a whole new massive world of information that had to be taken into account. To deal with large numbers of citizens, city-wide surveys were conducted. At that point things really got complicated because of the tremendous increase in the volume of information. Despite this, the large volume of information is invaluable in making defensible decisions. To manage and use this information to make defensible decisions, we turned to computer technology. Twenty eyars ago, computer time cost $500 a minute. Today you can buy the same capability in a mini-computer for one thousand to four thousand dollars. An example of a Park and Recreation District that's making use of computer technology as a matter of absolute necessity is as follows:

Lakewood, Colorado (Foothills Metropolitan Recreation and Park District). An area 12 miles long and nine miles wide, governed by an elected board. The population is expected to triple by the year 2000. To plan for future needs, a master plan was deemed necessary. The actual procedure was to put together a data base comprised of an inventory of all existing park lands of the Foothills District and all adjoining districts which the residents might use, district wide recreation preference survey, and five sets of public forums were held on a community-wide basis to obtain further information. The first set of meetings served to cross check the surveys, point out local deficiencies, and to help set priorities. The second set of meetings presented proposals and recommendations as to what the master plan should consist of. The meetings helped produce an enthusiastic public.

The most important factor was that all the information was keyed to local census tracts. The census tracts give you an idea of the future needs. The final set of information needed was a formulation of standards including: park area per thousand population, minimum development standards, and development of management policy. At this point the data base is complete.

Using computers makes the management of the information quick and easy and provides for unquestionably defensible decisions. The following pages help illustrate the example.

SAM HUDDLESTON & ASSOCIATES, INC.
CONSULTING PLANNERS
180 COOK STREET
DENVER, COLORADO 80206 322-4303

MASTER PLAN 2000

TYPICAL ITEMS

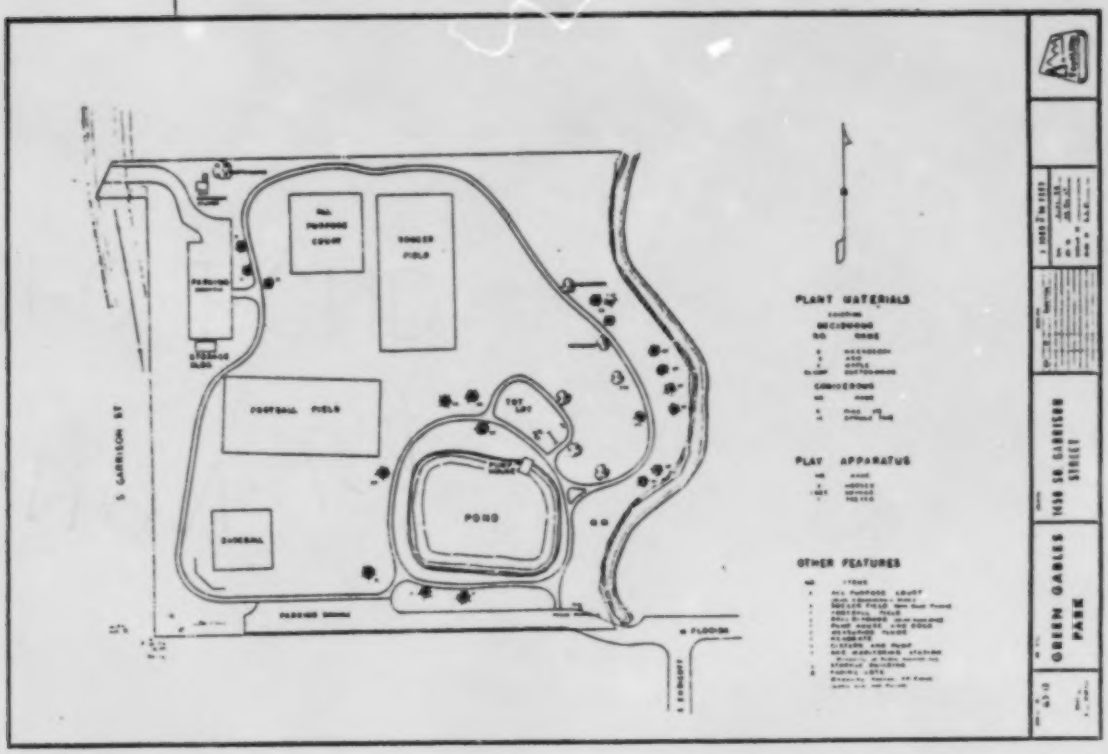
INCLUDED IN

COMMUNITY ANALYSIS PACKAGE

FOOTHILLS METRO

RECREATION & PARK DISTRICT

NAME	GREEN GABLES PARK
ADDRESS	1450 S. Garrison
SIZE	12.6 acres
LOCATION	City of Lakewood
NEIGHBORHOOD	Green Gables
OWNERSHIP	Foothills Metropolitan Recreation & Park District
NO. OF PARCELS	one
ACQUISITION DATE	
DEVELOPMENT STATUS	Fully Developed
FACILITIES	Playground Storage Building 1 Soccer Field 1 Football Field 1 Baseball Field Lake - 1/2 acre Multi-Purpose Court Asphalt Pathway Parking Lot (2)



FOOTHILLS METROPOLITAN RECREATION & PARK DISTRICT - MASTER PLAN 2000

ANALYSIS OF LAND & FACILITIES IN RELATION TO PROJECTED POPULATION BY CENSUS TRACT & PLANNING DISTRICT

COMMUNITY # III

CENSUS TRACT # _____

PRESENT POPULATION 21130

PROJECTED POPULATION 53800

Acreages and numbers of facilities, other than for Foothills, are approximate.

ALL FACILITIES EXISTING & PROPOSED IN PROJECTED AREA OF SERVICE

SPECIAL FEATURES & NOTES

10/23/79

COMMUNITY TOTALS		ACRES (TOTAL)	ACRES DEVELOPED	ACRES NATURAL	BASEBALL/SOFTBALL FIELDS	COMMUNITY RECREATION CENTERS	FIELD GAMES (FOOTBALL/SOCCER)	GOLF COURSE	ICE ARENA	LAKE OR POND	PASSIVE AREA	PAVED MULTIUSE GAME AREAS (PLAY PADS)	PICNIC/COOKOUT FACILITIES	PLAYGROUNDS (APPARATUS AREAS)	RECREATION PROGRAM (CULTURAL)	RECREATION PROGRAM (SPORTS)	SWIMMING POOLS OR BEACHES	SWIMMING POOLS (INDOOR)	TENNIS COURTS	TRAIL MILES (HIKE, BIKE, JOG)	
FOOTHILLS DISTRICT	EXISTING	47	23		1		2			1	2	1		2	1	1	1	1		✓	
	PROPOSED		24																		
INTERVENING (Public Agency)	EXISTING	532	198		7	1	6			2		4	6	6	1	1			16		
	PROPOSED																				
INTERVENING (Private)	EXISTING	—						1	1						1	1	?	1			Swim club
	PROPOSED																				
SCHOOL DISTRICT II	EXISTING	109	109		7							5				1					
	PROPOSED																				
	EXISTING	688	334		15	1	8	1	1	3	2	10	6	8	3	4		1	16	—	
	PROPOSED																				
	EXISTING																				
	PROPOSED																				
	EXISTING																				
	PROPOSED																				
	EXISTING																				
	PROPOSED																				

FOOTHILLS METROPOLITAN RECREATION & PARK DISTRICT - MASTER PLAN 2000

ANALYSIS OF LAND & FACILITIES IN RELATION TO PROJECTED POPULATION BY CENSUS TRACT & PLANNING DISTRICT

10/23/79

COMMUNITY # 111

CENSUS TRACT # 112.16

PRESENT POPULATION 7140

PROJECTED POPULATION 10500

Facilities shown for School District #11 were taken from site plans which may not be fully up to date.

ALL FACILITIES EXISTING & PROPOSED IN PROJECTED AREA OF SERVICE

		ACRES (TOTAL)	ACRES DEVELOPED	ACRES NATURAL	BASEBALL/SOFTBALL FIELDS	COMMUNITY RECREATION CENTERS	FIELD GAMES (FOOTBALL/SOCCER)	GOLF COURSE	ICE ARENA	LAKE OR POND	PASSIVE AREA	PAVED MULTIUSE GAME AREAS (PLAY PADS)	PICNIC/COOKOUT FACILITIES	PLAYGROUNDS (APPARATUS AREAS)	RECREATION PROGRAM (CULTURAL)	RECREATION PROGRAM (SPORTS)	SWIMMING POOLS OR BEACHES	SWIMMING POOLS (INDOOR)	TENNIS COURTS	TRAIL MILES (HIKE, BIKE, JOG)	
FOOTHILLS Carmody Pk	EXISTING	34	10			✓				✓	✓			✓	✓	✓	✓	✓			Partially developed. School Park adjacent Carmondy J.H.S.
	PROPOSED										✓		✓			✓			8		Expansion of rec center and completion of park.
INTERVENING Lkwd - Daniels Pk	EXISTING	12	12		2		1					✓	✓						8	✓	
	PROPOSED																				
Lkwd - Westgate Pk	EXISTING	7½	1½		2		1					✓		✓					2		
	PROPOSED																				
SCHOOL DISTRICT II Carmody J.H.S.	EXISTING	20	20		1		1					✓				✓			2		440 track 34A School Park.
	PROPOSED																				
Westgate Elementary	EXISTING	10	10		1		1					✓		✓							
	PROPOSED																				
	EXISTING																				
	PROPOSED																				
	EXISTING																				
	PROPOSED																				
	EXISTING																				
	PROPOSED																				

SPECIAL FEATURES & NOTES

FOOTHILLS METRO RECREATION & PARK DISTRICT - MASTER PLAN 2000 - DEVELOPMENT COST PROJECTION - BY COMMUNITY

Rev. 11/2/79

COMMUNITY III

Census Tract	Name of Park	Item	Unit Cost	Totals	Total Per Park	Totals Per Community
117.02	Green Gables	Park complete - no development proposed				
117.16	Carmody	Large group picnic with shelter				
		lump sum	$ 8,750	$ 8,750		
		water tap	17,000	17,000		
		Passive park development - 14 acres	12,000	168,000		
					$193,750	
117.17	No Foothills Parks					
119.04 (part north of Hampden)	No Foothills Parks					
119.51	No Foothills Parks					
	Communitywide	6 acres tree planting and landscape development	1,000	6,000		
			Non-revenue producing			$199,750
117.16	Carmody	Recreation Center expansion				
		4 indoor handball-racquetball courts - 5,000 sq. ft.	40	200,000		
		8 tennis courts	11,250	90,000		
		100 car parking area - lump sum	15,000	15,000		
		4 football/soccer fields	75,600	75,600		
			Revenue producing			$380,600
					TOTAL	$580,350

Typical data retrieval (subset) track ——

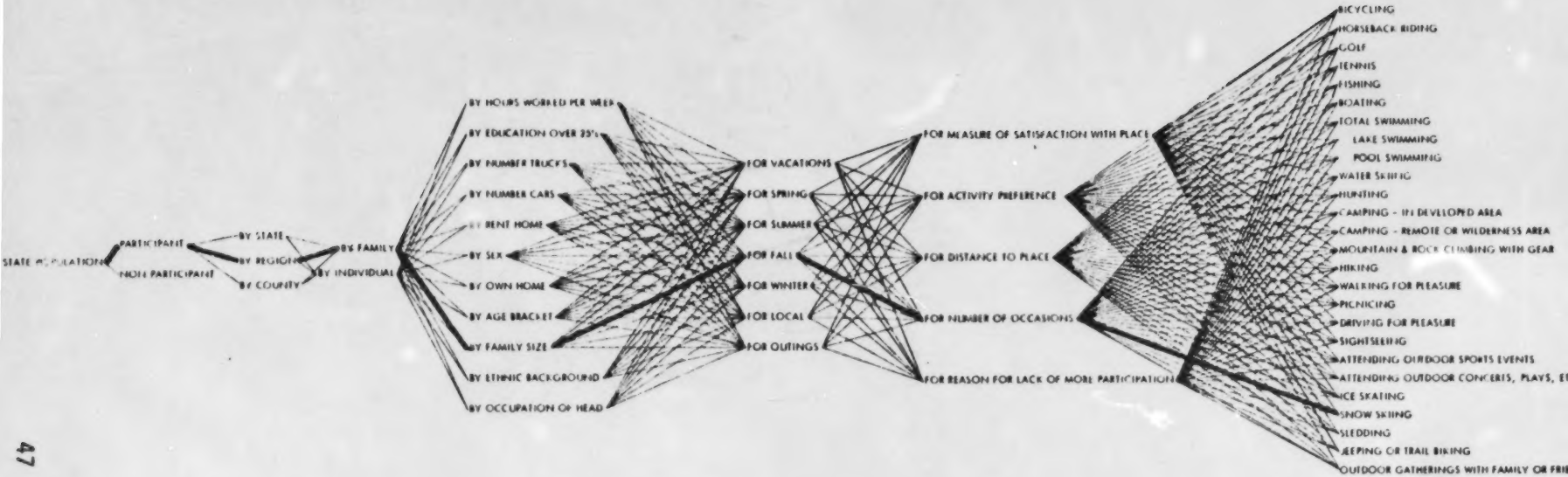


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FIGURE 2

COMPUTER RETRIEVAL DIAGRAM

Extracted from New Mexico Outdoor Recreation Demand Survey by

SAM L. HUDDLESTON & ASSOCIATES, I
CONSULTING PLANNE
180 COOK STREET
DENVER, COLORADO 80206 322-4

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Steve Ownby: "Mapping Techniques and Their Application in Landscape Planning and Master Planning"

A thorough search of existing information was conducted at the Oklahoma State University by using an on-line reference literature search. Key words or descriptors are fed into a computer and a list of bibliographies stored in this program is retrieved. Abstracts of the chosen bibliographies can be retrieved using the same on-line search procedure. The following information is a result of that process.

Computer application in the area of land planning has developed rapidly in the last decade. I would like to call your attention to several computer programs that have been developed for this purpose:

COMLUP: One of the early "2 dimensional" computer programs was developed by the U.S. Forest Service. COMLUP, according to Neil Allen (1973), is a computer mapping system that records, edits, stores and retrieves map identification and coordinates data. It computes net acreages and enters base information into a master file. Once the information has been stored it can be retrieved in any combination by searching the files for each particular data item required. The resulting map will contain only the areas meeting the combination of constraints for which the search was initiated. It will also print a composite or overlay map and will print a report of net acreage for the generated map with an excellent degree of accuracy. Additional capabilities have been added by the METLAND group at University of Massachusetts to improve its ability to handle larger amounts of information and to produce more legible maps for their work in metropolitan landscape planning.

CASAT: The computer analysis program CASAT is an expedient system for land-use planning using what is essentially an overlay or composite technique for site analysis and evaluation. CASAT allows the user to consider each site factor and to make decisions about its relationship to the whole system.

The individual factor maps can show up to nine values or degrees of difference for up to nine different site influences. These nine influences can also be given values as to the importance of one compared to the other.

Composite maps can then be produced which show the result of a combination of factor maps in which each variation has been assigned a value in accordance to its importance to the potential land-use. In this composite map (example shown), the darkest areas are the "best location" for the land-use according to the values assigned to the variations. The lighter areas are the least suitable. Maps can also be printed out showing selected ranges of values, such as excellent to moderate, moderate to poor, etc.

It should be noted that these two programs do not "design" master plans but provide analysis information with which to make design decisions,

especially those based on locational and land oriented characteristics.

Another general category of computer programs used in landscape planning and design include the more recent application of programs with "3 dimensional" capabilities.

MOSIAC: Joint work by the Aerospace Corporation and the U.S. Forest Service began in 1970 in an attempt to develop a computer program with which to draw the existing landscape and proposed alteration to it. The efforts began by using software (a program) that used digitized contour elevation data to draw perspective views of terrain. The program contained a subroutine that would remove "hidden lines," those areas that would be hidden by foreground or alterations. Symbols for vegetation and other objects were devised as well as value changes for areas of varying light intensity. A lack of realistic illustrations and excessive costs were the major limiting factors.

In 1975 a method was devised by Aerospace to use a photomontage overlay which combines the realism of a photograph with the accuracy of the computer terrain information.

Two basic modifications can be illustrated with the program, altercations to land forms and the addition of structures. The first might include surface mining or quarrying, dams and lakes, and roadways cuts and fills. The second would include such elements as might be superimposed on the land. Ski runs, removal of vegetation, utility lines, towers, tanks or stacks, buildings, urban encroachment and the like.

The graphic images are produced by a plotter on mylar which is used to overlay a photograph taken from the same viewpoint. An artist can then enhance the scene for a very realistic presentation drawing of the proposed change.

Stevenson, A. E., Conley, J.A. and Cary, J.B. 1979. "A Computerized System for Portrayal of Landscape Alterations." U.S. Forest Services General Technical Report. PSW-35.

VIEWIT: This program has been used in the study of the Visual Absorption Capability (VAC) of land areas. It can combine the effects of viewing distance, land aspect or slope relative to the viewers and the time an area is seen and produce a numeric or a shaded map of the resultant visual magnitude of the area. This allows quantitative assessment of the visual importance of an area.

By adding a Perspective Plot program, drawings, of areas as they would be viewed from strategic points such as overlooks or highways can be generated. Whereas, VIEWIT is better used for large scale planning, the Perspective Plot approach is more appropriate for a specific project area scale.

Tlusty, Wayne, 1979. "The Use of VIEWIT and Perspective Plot to Assist in Determining the Landscape's Visual Absorption Capability." U.S. Forest Service General Technical Report. PSW-35.

PREVIEW: This program, developed in 1976 by the Forest Service, allows for computer generated perspectives of terrain once the project area topographic and vegetation data has been digitized.

A recent application of a slightly revised version of PREVIEW has been used by Mark Angelo, an instructor in Forest Recreation at the B.C. Institute in Vancouver, to determine the visual impact of a proposed ski area expansion in Banff National Park. The proposals could be altered by realignment of slopes, changes in cutting or clearing patterns, feathering the cut edges, etc. to reduce the visual impact of the project.

The cost of using this program was reported to be about $175 for digitizing initial information, and about $15 to $17 for each individual perspective that was generated. The project area was almost one square mile in size and the computer used was an IBM 370 with a calcomp plotter.

Angelo, Mark. 1979. "The Use of Computer Grahpics in the Visual Analysis of the Proposed Sunshine Ski Area Expansion." U.S. Forest Service General Technical Report. PSW-35.

VIS - The Visual Information System: Perhaps the most complete system available has been developed by Merlyn J. Paulson, Assistant Professor of Landscape Architecture at Colorado State University. The process, initiated by a proposal for physical change in a landscape, includes five general phases, each of which contains a number of specific procedures.

Phase I is the project overview. It outlines basic assumptions and documents proposed changes in terms of time and space.

Phase II involves the identification of the study area and the collection of information relevant to the project. All areas that might exert or receive influence should be considered. Two grid maps, one for the topography and another for visual surface patterns, are required for computer analysis of the visibility, view quality, slope, aspect, duration and view impact. The visual surface pattern types must also be photographed so that they may be preference tested. By using both public and "expert" judgements, user sensitivity information is developed and applied with visibility and the number of viewers data to determine the visual sensitivity of the area.

Phase III includes qualitative and quantitative analysis of the interrelationships between viewers, the proposed changes, and the physical environment. Visibility, area sensitivity, duration, view quality, slope, aspect, and view impact information can be provided in map, photographic, numeric and written form.

Phase IV utilizes the evaluations and graphic analysis information derived from previous phases to develop design criteria, design alternatives, and visual management prescriptions. This phase involves the basis elements of design: form, line, color and texture as they relate to existing areas and resultant changes that might be produced by the project.

Phase V suggests periodic review of the study area to determine the level of success and/or possible revisions to the original design or management proposals. It uses the graphic analysis system in combination with eye level slides.

The approach has been used on projects ranging from one square mile to 65 square miles and involved viewing distances from 100 yards to 17 miles. It has been described as being easy to use, flexible, defensible to the lay public and economically competitive.

Time and cost approximations are as follows:

. Data collection and verification of topography and pattern - 4 people 2 weeks for 50,000 grid cells (25 seconds/grid average).

. Computer analysis of visibility, view duration, visual absorption, topographic slope and aspect and visual slope and aspect in about 1/2 day.

. Computer visual quality and visual sensitivity assessments with photography and public meetings (variable) requires less than one day.

. Inventory and verification cost for topography - $.02 to $.035/grid.

. Inventory and verification cost for visual surface pattern - $.015 to $.025/grid.

. Slope and aspect - $1.50/computer map.

. Slope and aspect perspectives - $.20 each per view origin.

. Computing visibility and view quality - $.10 to $1.20/view origin, depending on viewing distance and amount of view hidden by terrain, vegetation, etc.

. Mapping - $1.50 per map of 10,000 cells in line print map.
$2.00 - $2.25 for above in gray shaded format.
$10.00 - $12.00 for above in 4 colors, 5 shades each.

. Preference Testing - $10.00 per simulation (varies greatly).

The overall assessment of the system in terms of suitability, economy and public acceptance is very high. Its holistic approach, combining natural, structural and design elements, as well as public preferences and computer technology, make it a unique and very desirable methodology. (See also attached graphic diagram of V.I.S. Process.)

Paulson, Merlyn J. 1979. "The Visual Information System." U.S. Forest Service General Technical Report. PSW-35.

These emerging applications of computer technology to master planning can and will have a profound impact on our future ways of deciding, designing and defending our decisions regarding plans for recreation areas and other types of projects. We should not consider them a threat but a means of improving our methodology for design.

Management of Large Crowd Pleasing Special Events

Chairman: David Nivens
Panelists: John Alford
Ron Darner
Ken Krenek

Mr. Krenek reported that, the Corpus Christi Park and Recreation Department has become involved in a number of events, over the years, that have attracted large crowds. Some of them produce crowd control or management problems while others do not.

These events can be divided into three categories: City sponsored, co-sponsored, and outside sponsored.

City sponsored - This type of event is conducted by the Recreation Division and except for one or two events, does not involve a large number of people. One program, the city-wide picnic, is held annually to provide an opportunity for primarily the youth from recreation centers all over the city to gather for one large picnic. They are bused to a central location and participate in a variety of fun, games and conpetition. They bring a sack lunch and last year, McDonald's furnished the drinks.

Co-sponsored - This type of event usually occurs when city facilities are sought free of charge where charges are customarily made. This involves building space or outside areas such as large recreation slabs or amphitheaters. If such events are clearly public service oriented, non-commercial and of benefit to the city and the public, then they are accepted. There are not many in this category, as the ones that are proven to be profitable have broken away and become self-sponsored. An example would be the annual flower show and the arts and crafts fair where the programs began with the co-sponsorship and the commercial aspects caused the city to bow out of sponsorship.

Outside sponsored - These events are sponsored totally from the outside and are community events that are sponsored by non-profit organizations but make sales to off-set production costs and to hopefully raise additional funds. These are the events that dominate the scene, attract the largest number of people, and require the most attention. The following events are some examples and how they are handled.

Art Jamboree - This event is sponsored annually by a local art foundation. They stage a 2-day event in one of the specialty neighborhood parks. They sell booth space for the sale of art works, food and drinks. The foundation derives income from the booth space and a percentage of tne food and drink booths. They are required to obtain vendor's permits which satisfy health regulations, the sale of beer, and the payment of sales taxes on sales. The city makes some electrical service available. Concessionaires arrange for their own security during the night and provide clean-up of the park after each function. The city makes space available, provides little if any assistance, and derives no income from the event.

Black Awareness Day - This is a relatively new event that has been staged for the last 6 years. It is staged to reflect on the achievements of blacks in the community. Exhibits of arts and crafts, jazz music, gospel singers, dancers, dramatics, fashion show, disco, a parade and black history are available. Food and drink booths are provided.

Chili Cook-off - This event is sponsored by the Kidney Foundation and is also a one-day event, although it is a very long day. This is a sanctioned event, and each area is entitled to have one each year. There are all types of chili prepared, and the winners are selected by a panel of judges whose stomachs have to be at least as strong as the pots in which the chili is cooked. Some of the chili is sold to the public and there is also a drinks concession. All of the proceeds from this event go to the Kidney Foundation.

Bayfest - This is the largest event in which the city is extensively involved. While it is open to the public for only 2½ days, there are 9 days of site preparation before it is open for business. It is sponsored by the Junior League and becomes a total community involvement project. Five blocks of Shoreline Blvd. are closed to traffic, and an area of over 200 feet in width and a quarter of a mile long is turned into a fiesta area. A huge tent is erected on each of the grassy, palm lined medians and houses a beirgarten, arts and crafts exhibits, and a tent devoted to historical exhibits. One of the medians is used for activities that are of special interest to children. There were 14 game booths and 31 food booths in 1980. The thing that makes the food booths interesting is the wide variety of foods -- Czech, Polish, German, Chinese, Mexican, Italian, Swedish, Greek, Lebanese, Turkish. Some of the booths sell only soft drinks or beer. Financial arrangements were also different. All purchases at booths were with tickets that were sold at the general ticket booths throughout the area. No money changed hands in the food, drinks or game booths. In the artists tents, where all types of arts and crafts were displayed, payment was as normal - cash, check or credit card. The Junior League received money from the artists by selling booth spaces. In the food, drink and game booths, all tickets were turned in after the event was over and the proceeds were split 90% to the booth operators and 10% to the Junior League. In addition to the booths and tents, there were many other activities. Two stages were erected to accommodate bands and groups of all kinds that performed at various times throughout the fiesta. A native American Indian poured out Indian lore to all; a roving magician conducted impromptu performances among the crowd, and a dunking booth operated with prominent city officials was popular. Along the bayfront, water-oriented activities dotted the clock. There was a boat parade, fishing for the children, Coast Guard fire boat and air/sea rescue operations, jet skis, and a sail boat regatta. There were also crab races, kiteflying, and power hand glider flights. 150,000 people attended the event in the 2½ days, spending $240,000. The City received 2% of this and it almost covered the overtime. The event was patrolled by uniformed police, some paid by Bayfest, some by the City. Although the event is completely festive, and thoroughly laced with beer, disturbances were miminal, and routinely controlled by police or even Bayfest workers. Dozens of easily recognized Bayfest workers roam the event, some with 2-way radios, constantly coordinating activities and helping where

needed. The entire event takes tremendous effort to stage and operate, and those who participate fully come away thoroughly exhausted but pleased that so many people have become involved and so much satisfaction was derived. These were the main events that affect city operations during the year.

John Alford:

Last spring a local musician Joe Ely presented an idea to the city of Lubbock. He suggested that the city should sponsor a Tornado Jam, in celebration of the revitalization of Lubbock after the tornade of May, 1970. Examples of this revitilization include the Canyon Lake Project, Civic Center, and the rebuilding of downtown Lubbock, which were a direct result of the tornado. On the tenth anniversary of the tornado, May 11, which happened to be on a Sunday, Mr. Ely proposed to the Park and Recreation Department to have a country-rock concert in the Canyon Lakes project. The department gladly accepted.

The department then turned to Bill Kernes, editor of the fine arts section of the Lubbock Avalanche-Journal, for publicity and support. But Mr. Kernes decided to take a negative view toward the concert. He wrote articles condemning the department for endorsing the celebration of the tornado that devastated Lubbock. These articles caused some controversy with the public, but it gave the Park and Recreation department the opportunity to tell the truth behind the Tornado Jam. After the concert, however, the Avalanche-Journal published a story deeming the Tornado Jam a success.

Many people came out that day to enjoy the festivities. It was estimated that over 18,000 people attended. All different types of people from young to old came out to enjoy the music. They sat around, picnicked, listened to the music and just really enjoyed themselves while soaking up the sunshine. Only six policemen were used to control the crowd. There were a few tickets issued for consumption of alcoholic beverages, because the city does not allow alcohol in the city parks.

Overall it was a successful event. But editor Bill Kernes still persisted with his negative connotations, started digging into how the department financed the Tornado Jam. There is an organization in Lubbock that is financed by the City Council, called The Lubbock General Athletic and Recreation Association. All athletic events and concession stands in community centers are operated out of this fund. The money used for the concert was not the tax-payer's dollars, but the upfront money from the profits of the Lubbock general fund over the years.

The concert was held at the Buddy Holly Recreation Area in admiration for the famous local musician. All of the bands performed free of charge. There is a great deal of preparation that goes into an event this size. About four weeks were used in pre-planning this activity. The sound system was provided by Black Star in Austin, Texas. The sound crew started at daylight on the day of the concert, setting up the sound equipment. This activity was considered low-budget, as only $1,700 was spent. The Park and Recreation Department cleared between $1,800 and $1,900

showing only a slight profit. The coke and candy for concessions were provided by the local Coca-Cola distributor. The department also operated on 30% of the Coca-Cola profits. Their sales were so good, that Coca-Cola came back and doubled the commission that they paid the Park and Recreation Department to show their support of the department and the Tornado Jam despite the bad publicity they both had received.

Considering the number of people to turn out, the Tornado Jam was a complete success; partly because this was the first time that the city was able to get this many people out to view the new lakes projects. A producer was on hand to film the concert. It has been shown in Lubbock, Austin and the West Coast. The Jam has helped give Lubbock some national publicity.

There are many problems associated with large crowd management but the end results always compensate for any of these problems. Such events are valuable because of their contribution to citizen involvement.

Ron Darner:

San Antonio is known for its festive atmosphere. The annual Festival week is coming up the last weekend in April. This is a week long festival and is not sponsored by any one organization or city. The city of San Antonio for all practical purposes is turned over to the fiesta commission who delegates authority over the week long activities. The only part of the festival that the department of Park and Recreation is involved in is the River Parade. The San Antonio River runs throughout the city and is a very important economic base. The river is maintained by the Park and Recreation Department. It is the department's responsibility to maintain the flow of the San Antonio River.

The three other functions to be discussed are the Great American Raft Race which is a fund raising event, the clean-up parks campaign, and Lite Fun Run. All of these activities are primarily for public and political awareness.

Great American Raft Race

Primary Sponsors:

KTSA/KTFM Radio, Department Parks and Recreation, American Rafting Association

Other Organizations Involved:

San Antonio River Authority - their property
San Antonio Police Department - traffic control
Bexar County Red Cross - injuries
San Antonio State Hospital - land
City Public Works Department - river clean-up
Archdiocese - land for parking
City Fire Department - EMS and fire trucks
Various non-profit organizations - food concessions
United States Marine Corps - water safety

Secondary Sponsors:

Coca Cola
Miller Highlife
Schlitz
Budweiser
Handy-Andy Food Stores
McDonald's

I. Location for event and site preparation: San Antonio River Authority gave permission to use their land for raft race site. San Antonio State Hospital gave permission to use adjacent land for parking. Department of Parks and Recreation was responsible for site preparation which included building a raft loading ramp, mowing and brush removal, spraying for insect control, fencing dangerous areas and general beautification of area.

II. Technical Advice and Coordination: The American Rafting Association provided all technical expertise for running this event. Rafting Association also provided all safety equipment, control/starting tower, sound systems, registration and concession tents, awards, uniformed river monitors, etc.

III. Security: All traffic control was handled through the services of the Police Department - Traffic Division - 32 included street barricades and helicopter monitors along race course. Park Rangers provided security for VIP area and adjacent neighborhood. On site security was paid for by the Rafting Association.

IV. First Aid: Handled by Bexar County Red Cross volunteers. Coordination with Fire Department was essential as we needed an EMS unit readily available.

V. Publicity: Combination of efforts. $175,000 worth of free promotion provided by KTSA/KTFM the number-one rated station in San Antonio. 12,000 Registration and Rule Books provided by American Rafting Association - paid for and distributed by Handy-Andy. 12,000 course maps provided by ARA - paid for and distributed by McDonald's. Parks and Recreation handled local newspaper and TV publicity.

VI. Other Sponsorships: Secured through the efforts of the radio station. Coca-Cola allowed cokes to be sold at profit and gave P & R reduced price on the product. Beer companies made cash donation to Parks and Recreation to help cover expense of beer and ice for resale.

VIII. Concessions: the major source of revenue for all non-profit organizations involved.

Lite Fun Run

Co-Sponsors:

Parks and Recreation Department
Miller High Life (Lite)
KTSA/KTFM Radio
San Antonio Track Club

Miller contributed the following:

I. Security and Traffic Control (off-duty police)
II. Trophies
III. Breakfast for runners
IV. Free visors/T-shirts
V. Fliers/Posters
VI. Newspaper Ads
VII. Sponsors Celebrity Runners
VIII. Water Stations
IX. First Aid

San Antonio Track Club contributed the following:

I. Designed course layout
II. Volunteer timers
III. Shoot (finish line) monitors
IV. Tic sheets, stop watches, starter pistol, etc.
V. Time clock and Chromex
VI. Logistics and technical advice

Department of Parks and Recreation contributed the following:

I. Overall coordination of the event
II. Handles pre-registration and registration at the event
III. Volunteer course monitors
IV. Course markers (traffic cones)
V. Site preparation
VI. Coordinates all publicity
VII. Support administration staff
VIII. Support security staff - Park Rangers

KTSA/KTFM contributed the following:

I. Free advance publicity and coverage of the event
II. Celebrity runners and personalities
III. Helicopter monitor

Finally a few suggestions.

1. Don't repeat an event if your overhead exceeds your profits. Be sure your major expenses are underwritten prior to event. Work out a budget for expenses vs. anticipated profits.

2. When working with several organizations who will split profits, it's a good idea to have some kind of written agreement.

3. Four or five "large" festivals or fundraisers per year are more advantageous than 20 small events.

4. Attempt to get as much donated as possible (i.e. ask bottling company to donate product, fast food chains to print fliers and posters, radio station to trade publicity for bands in lieu of payment, etc.)

5. Publicity is the key to success. Tap every resource possible. Radio Station sponsorships are ideal because you can gain commercial sponsorship through their clients who purchase air time.

David Nivens:

The City of Fort Worth is different from the three cities already discussed. They have what is believed to be exciting, challenge for cities today - citizen involvement. The point to be made here is:

I. How do we get people involved?
II. How do we as administrators in municipal government get the individual excited about his city?
III. How can an individual feel that his efforts are meaningful?

Such examples of citizen involvement are evident in Fort Worth. They are:

Mayfest

In 1970 a small group requested to present to the Fort Worth Park and Recreation Board a proposal to have a festival on the Trinity River. This was to be a two-day event, and it was proposed to be a Come-See-Hear-Do-Participate-Enjoy fun event for all ages. This group, the Trinity River Festival Committee, not only asked for permission to hold such an event but requested that the Park and Recreation Department join them in the worthwhile community oriented fun-filled party. The department accepted and was also joined by the Tarrant County Water Control and Improvement District Number One and the Junior League of Fort Worth.

After a successful 'party in the park' in May of 1973, the Mayfest Committee composed of the Streams and Valleys Committee, Junior League, Tarrant County Water Control District and the Park and Recreation Department became a team - a team successful in bringing people together in work, in play, in community pride, a team that had one of the biggest 'parties in the park' in 1980 it has ever had. In just four days 235,000 people walked, played, danced, listened, sailed, drank and ate in their park. They did this with over six thousand volunteers serving them.

Other events are:

I. Symphony Concerts
   - year round performances
   - noon, music in the park

II. Shakespeare-In-The-Park
   - plays are presented nightly
   - accommodate 15,000 citizens over 2 months time

III. Garden-Patio Show
   - garden and art show
   - 30,000 citizens involved

IV. Mexican Independence Day
- community involvement
- 3 day festival dedicated to the Mexican culture
- 30,000 to 40,000 citizens involved

V. Pioneer Days
- dedicated to the rebirth of the old stockyard area
- 20,000 tp 25,000 citizens involved

The city of Fort Worth was honored several years ago, to be considered an All American Ctiy, because of its involvement with festivals and dedication to its citizens. The city made a presentation to the committee, for All American City Award. The following documented film was presented by Fort Worth's Mayor Woodre Woods and city official Bob Ray Sanders.

Fort Worth, Texas: Rebirth of a River

The Trinity River is once again a vital part of Fort Worth. Its redevelopment is truly a remarkable story of a city united, of a city with a clear vision of the future. We in Fort Worth are proud that the Trinity River has seen a new dawn, a new day.

In 1949, the Trinity River was channelized to help control flooding. But what was left was an ugly scar through Fort Worth's heart. Fort Worth residents considered the river a liability rather than an asset. Existing parks along the river were poorly lighted. They were havens for vandalism.

Citizens had largely abandoned the parks and turned their backs on the river. The flood control district could not use its funds to beautify the river, the city of Fort Worth had limited resources and the situation looked bleak. But Fort Worth and its citizens were determined to reclaim the river, to make it beautiful once again, to preserve and improve the Trinity River as a vital recreational and cultural resource. The work began with a broad-based group of citizens in 1970. They faced the challenge of organizing themselves to tackle a seemingly insurmountable problem.

The group became the Streams and Valleys Committee. Funds were raised for a comprehensive plan by Lawrence Halprin and Associates from private citizens, business and industry, foundations and the City of Fort Worth. With the Junior League as a catalyst, the Streams and Valleys Committee heightened community awareness of what the problems were and how they could be solved. Interest was widespread. Fort Worth began to see the potential of a reborn river. The Junior League, KFJZ Radio and the city's school children led a community-wide paper and aluminum drive to finance the planting of 6,000 trees.

The dream began to become reality. In 1972, Mayfest began, attracting several thousand citizens. This year, almost a quarter of a million people attended the festival! More than 5,000 volunteers from 75 different community groups helped make Mayfest '80 a resounding success.

Other cities in Texas and neighboring states now look to Mayfest as a model of community cooperation and civic pride.

Through broad-based community involvement, the river is now a flourishing hub for recreation.

And the Trinity River is home to a highly successful Shakespeare in the Park festival. This year, supported by numerous businesses, foundations and the work of 200 volunteers, Shakespeare in the Park attracted more than 15,000 persons to 15 free performances.

Fort Worth had its beginning high on the bluffs overlooking the confluence of the West and Clear Forks of the Trinity in 1849. But until this year the site was not recognized for its historic significance or its natural beauty.

Now the $2.3 million, 112-acre Heritage Park serves to link the rapidly redeveloping downtown to the revitalized stockyards. All segments of the community -- cooperating with government -- have worked to make the dream of Heritage Park a reality.

Heritage Park is an inviting place for sightseers, outdoor concerts, history buffs and people seeking respite from the hectic urban environment. It's also the site of a highly successful Fourth of July fireworks display that attracts thousands of families each year.

Once an ugly scar, once a source of embarrassment, once a blight through Fort Worth's soul, the Trinity River now commands respect.

Mr. Nivens left the audience with one final thought. It is important to have an organization that is on-going, one that will not change from year to year with new committee assignment. The important roles the department can provide are stability, security, support, guidance, expertise, and confidence, while at the same time not spoil creativeness.

Fees and Charges

Chairman: Ronald Darner
Panelists: Bill Thompson
Jack Robinson

Ronald Darner:

Over the past few years we have seen an enormous expansion in Parks and Recreation, Federal funding in park systems, and public usage of park systems. People are not going outside the cities due to the rising cost of fuel. The costs of running a Park and Recreation Department are increasing due to the increase in participants.

The 1980's will be different. There will be less federal dollars as a whole relative to the rate of inflation. Municipal budget cuts will hit Park and Recreation Departments the hardest. These departments will be forced to find new methods of creating revenue, economical operations, fees and charges, techniques to maintain existing facilities and ways to grow. Probably the most difficult task facing Park and Recreation Departments is winning the approval of the public concerning these economic motives.

Bill Thompson:

Fees and charges were proposed to the City Council of Irving, Texas by the Department of Parks and Recreation. There were two factors which caused the need for the proposed fees and charges; economical and political.

Due to economical factors, the amount of goods and services provided by the Park and Recreation Department were depleting. As a result of this dilemma, taxes went up and fees and charges for specific services were introduced or increased. The rate of inflation continually exceeded the rate of increase in the annual operations budget. New ways of providing income were needed and fees and charges were one of the methods suggested.

Political motivation played a significant role in the introduction of fees and charges for park and recreational services in Irving. A group of citizens formed the Concerned Taxpayers Association. This group began a tax limitation drive in Irving. The C.T.A. developed a thirteen point referendum with a sufficient number of signatures to have this referendum placed before the voters of Irving. The Park and Recreation Department researched and developed a fees and charges program (as a safety factor) to offset the referendum, should the referendum pass. A new budget was prepared as though the referendum had passed. The new budget proposed a cost cut of $100,000. The cost cut was to effect three major areas:

1. Recreation areas in various junior high schools which had been used during evening hours and weekends would experience a cut in hours of use.

2. Ten temporary park sites currently being leased to the department were to be dropped from the budget.

3. Senior citizen programs would be reduced.

The budget cut proposals were made available to the public through City Council meetings and Park and Recreation Board meetings.

The tax limitation referendum was passed by a substantial majority. The Park and Recreation Department conducted more research, to include several cities, in order to produce a fair fees and charges program. A notice was released to the citizens of Irving informing them that a percentage of temporary park sites had been eliminated, hours of the recreation centers had been cut and fees would be charged for various facility use. The Finance Committee of the City Council adopted the proposed fees and charges and put the program into operation under an emergency measure to protect public health. The citizens of Irving were outraged over this proposal. The citizens approached the City Council questioning the need for these economic proposals. The City Council reviewed the proposals with the citizens and the final instructions from the City Council to the Park and Recreation Department were to "hold off on all fees and charges".

The enactment of fees and charges in Irving may have gone smoother if there had been more publicity of the proposals. The tax limitation referendum was found invalid by a Court of Appeals and the thirteen points were thrown out. Fees and charges for park and recreational services in Irving are pending.

Jack Robinson:

Park and Recreation Departments will have to look for new ways to raise money and depend less on the general fund. The Park and Recreation Department of Dallas did studies in other cities and used that information as references when proposing a fee or charge. More dollars have to be raised but fees and charges are not the sole answer. Other methods must be tried. New philosophies and new approaches must be set.

Budgets continue to grow but certain expenses cannot be eliminated. The Park and Recreation Department in Dallas increased revenue income from one million dollars in 1970 to 2.6 million dollars in 1980. It is possible to keep the current budgets and spend the amount of dollars now being spent. The Dallas City Council cut the Park and Recreation budget and gave the department permission to make up the loss by using fees and charges. Fees and charges were set up for reservation of ball fields, parking at the zoo and parking at various parks. This program made up for the loss in the general fund. Over the next five years the operating budget will increase twenty-five percent, bringing the revenue source from 2.6 million dollars in 1980 to ten million dollars in 1986. This will be accomplished through revenue raising programs. Guidelines for raising revenue:

1. User fees and charges will be levied so as to recover all one-hundred percent, or an agreed-to portion of the direct operating cost of the specific activities and services.

2. A fee structure may be established that charges senior, students and children a special rate for a specific service or activity.

3. Reductions and/or special fees may be provided for families, groups, etc., during low priority use times.

4. A minimum percentage recovery rate will be established for each revenue-generating facility for recreational programs and for rentals of athletic fields. Recovery rate variations for a one-hundred percent recovery will be explained and justified. The Park and Recreation Board may identify activity fees and/or programs. The Director of Park and Recreation will have the authority to waive or reduce charges without Park and Recreation Board approval.

5. Surcharges for appropriate activities should be considered by the Board to offset certain capital costs. The purpose of this policy will be to identify the cost of a specific activity. The base of these charges should be a specific percentage of the cost of operations. The cost for recreational activities for adults shall be increased while the cost for children and seniors shall be decreased. To insure justifications are provided for variations and recovery rates of facilities, the director shall be allowed to make allowances for unusual circumstances, promotional purposes, and to recommend fees for experimental programs or new facilities.

Suggested Activities:

1. General activities or facilities should be oriented toward serving the citizens in the area in which the facilities are located. (swimming pools, tennis courts, parks)

2. Specialized activities, features or facilities should be oriented toward serving regional populations. (golf courses, zoos, tennis centers)

3. Spectator facilities are primarily aimed toward serving the total city population. (outdoor athletic facilities, lakes etc.)

4. Recreation centers, club buildings and picnic facilities shall be rented to groups or individuals.

5. Contract classes, activity programs and functions performed by the private sector, may occur in the facilities.

Other types of programs that can be used to raise revenue with little or no cost:

1. Beer sales at golf courses
2. Established driving ranges at golf courses
3. Convention packages (pick up group at hotel and provide lunch, green fees and golf carts)
4. After hours rental of zoo
5. Tram ride tour of the zoo (contract basis)
6. Zoo auditorium rental
7. Charge for commercial photography of public land
8. Educational tours
9. Charge for parking at zoo
10. Equipment rental
11. Swimming lessons
12. After hours rental of pool
13. Park weddings
14. Camping fees
15. Farm guides
16. Adopt a zoo animal for a designated length of time
17. Adopt a park for a designated length of time.

Practical Tools for a Positive Public Image

Chairman: Mary Pryjomski
Panelists: Donna Pond-Watson
Maxine Mull

Before any promotional or advertising methods can be effective, a Park and Recreation Department must first pull together as a working unit. An employee's attitude often represents accurate conceptions of an organization's image of itself. If the department communicates and employees understand the goals of a specific image then they will react. However, if no ideals are put before them, they will do nothing beyond what is demanded of them. Your employees must understand the organization before they can successfully relate it to the public.

Publicity can make a Park and Recreation Department that is barely known to the public one of the greatest departments in the city. Publicity is considered news, which is vital for a successful program. A full-time publicity agent may be beneficial to a Park and Recreation Department in the long run, but even more important is to have a publicity director in order for the overall job to get done uniformly and completely. A publicity director is a special kind of person. He should be outgoing, energetic, assertive, tactful, eager to push for the department in all areas, mannerly, have a good working relationship with the staff and be able to use good common sense. He must also be able to organize, produce, analyze and distribute plans to insure that it reaches the right party. A good publicity director will acquaint himself personally with those personnel involved with the media. He will develop a "media list" with names, addresses, and phone numbers along with their relationships, such as deadlines and schedules. He may even take them out to dinner or coffee on occasion. It will pay off in the long run.

The most important resource is the newspaper, including weekly papers, university papers, ethnic papers, etc. However, never break a deadline and contact the paper in advance. Provide a typed report with accurate dates, times, addresses, and phone numbers while following the rule of who, what, where, when, and how. Other examples of publicity media are television, radio, private company magazines and newsletters, local school information directors, blimps, skywriters, sound trucks, specialty groups, theatre and shopping center marquees, banners, billboards, and bumper stickers. It is a general rule that most all media are willing to cooperate when it comes to a department where the public has a vested interest.

Advertising, on the other hand, is selling your product where upon you create an image. This brings about several questions. What sort of image do you want to have with the public? What tactics should you use? What do you want the public to know? First, when you advertise you create consistency and quality expectations. Insure your personnel of their expectations and importance to the department. Keep your field staff informed of what the department is doing and visit them as often

as possible. This builds pride and morale along with the vast advantage of allowing them to pass on the good word to the public. Your maintenance crews are usually in direct contact with the public and should be utilized as an advertising resource. All of this will help your employees be more aware of their actions when in contact with the public. Second, you want to get the public's attention and tell them who you are. Use signs on all projects and parks which include the department's name in full and repeated graphics, logos and letterheads on any media where your organization is involved. Also, mark all vehicles and equipment to be sure of adequate identification and public exposure. Finally, advertise what you want the public to know. Hire or appoint someone to make sure that information goes out regularly. This person should control where your publications, brochures, and announcements are and are going at all times. Such media and locations may include public service announcements, an annual event calendar, T-shirts with your department's logo, a mailing list, slide show and casette tape program, and even distribute brochures through your Chamber of Commerce, civic groups, special services and counsel agencies, city officials and departmental heads, cafeterias and other popular evening places. However, before he begins his distributions it is wise to research the demographics of the community and market his services to the different social and economic divisions of the community. One part of a community may be able to support a program whereas another part may not.

Goals should be developed for all advertising efforts. Each announcement should supply accurate information about services and facilities along with identified boundaries and achievements of your Park and Recreation Department. Inform the public of your policies and scheduling while including specific departmental plans and projects of both the present and future. Your advertising efforts should yield a rewarding working relationship between your department and the general public.

Marketing Leisure Services--
As If Your Budget Depended On It

Chairman: Bill Hinson
Panelists: Louis Gorr
Wayne Gallagher
James Bell

First of all let us define the word marketing: Marketing is the performance of business activities that directs the flow of goods and services from producers to consumer or user. Good marketing enables meeting goals, or insures efficiency. A good marketing program must have the following:

1. Resources
2. People
3. Services
4. Saleable Products
5. Control
6. Programs
7. Target Market
8. Objectives

When marketing a product or service there are 4 types of organizations ranging in their degrees of success:

1. Unresponsive - Does nothing to measure needs, no inquiries or complaints.
2. Casually Responsive - Shows some interest and encouragement.
3. Highly Responsive - Keen interest, systematic mechanisms, observes public feedback, free to reject.
4. Fully Responsive - Audits the needs of the marketable public, treats the public like voters, daily adjustment of services.

Public Park Administration and Management is facing a very unique period with both a very strong positive and a very strong negative working on you all at the same time. On the positive side is the increased cost of travel, the high cost of entertainment, the growth in the amount of leisure time and the ever diminishing number of total family recreation facilities which will all promote the increased use of park facilities. Equally as strong on the negative side is the citizen revolt against high taxes and the general view by elected and appointed officials that parks and recreation are non-essential services that get the first knife whenever cuts have to be made.

Public park facilities will command a larger share of the recreation market in the 80's, even without a marketing effort. Everything within the Theme Park industry points to the fact that increased prices are being felt. These same indications in the private sector support a potential benefit for public parks if park management can reverse that impact of users so that they translate into net income rather than net expense. There is no immediate and simplistic answer but the first seems to be to increase fixed fees. To go beyond a minimal level would be a great error. You get on the same track as the private theme parks where the annual answer to increased costs is to raise the entry fee.

There has been a course over the past several years of trying to meet increased costs through increased fees that would make not just parks but a variety of service functions self-supporting. Increased fees have been less than the increased costs so you have fees rising and services dropping and that is not saleable. The effort to meet escalating costs through ever escalating fixed fees is self defeating. Secondly, going into competition with private enterprise which is generally perceived as dangerous, but to totally eliminate revenue sources as all being competitive is not only short sighted but detrimental to the public good.

In many respects some public parks could benefit by looking at the fair industry where the required entrance fee is low and the bulk of the income is from discretionary spending. This makes the facility available to the senior citizen who brings his or her lunch, visits the exhibits and doesn't spend a dime and at the same time attracts the young family that may ride the rides and buy food and merchandise.

The necessary adjunct and predecessor to a good marketing program is a creative study of the kinds of additional services that can be made available to the discretionary spender that will generate revenues greater than the cost of that service. This seeking out of paid, discretionary services is probably counter to the historic philosophy of public and private enterprise competition. Unless someone can project a different scenario of our future, however, it is a necessary road that public park management must take.

Mini Computers as a Management Tool

Chairman: Dr. Jeff Stuyt
Panelist: Dave Loughridge

Dr. Stuyt: "Historical Trends, Terms, and Uses"

The popularity of computers has caused demand to outgrow supply. Large main frame computers were used in the past. Today, small in-house computers are used for the following reasons:

- Reliable processing
- Accurate cash flow control
- Increased programs in leisure services
- Efficient resource use
- In-house personnel can be taught programming
- The use of basic computer language
- Standardized record keeping
- Future trend projective
- Budget preparation
- Laymen's questions can be easily answered

Many programs are available. Indiana Cultural Workshops use computers to access and store crop information in one plase using universal equipment. North Carolina University has cataloged many programs that can be applied to the Park and Recreation field. In 1979, a survey of Park and Recreation personnel attitudes showed that 65% thought computerization to be feasible. In the same study, 75% favored daily use. The only negative responses were concerned with computer programming.

Today, computers use a basic language that is easily learned by in-house personnel, so there is no problem in programming. Some basic terms are:

- Basic -- A variety of symbolic languages. Today most mini-computers use English.
- Hard Copy -- Program on paper
- Hard Ware -- Program chips, usually metal
- Home Computer -- Computer keyboard that is plugged into a TV set, mostly used for playing games or putting together household budgets.
- Mini-Computer -- Larger computer costing about $25,000
- Micro-Computer -- Smaller computer starting at $500
- Software -- Programs used with computers (floppy disc).
- Time Sharing -- Several terminals hooked up to one computer.
- Computer Chips -- Microprocessor core of a modern computer. About the size of a thumbnail.

. Keyboard -- Enters information into the computer.

. Video Monitor -- Viewing screen much like a television

. Floppy Disc -- Magnetic memory "record"

Increasing the power of a computer -- a history:

. 1950's -- Cost development computers costing tens of thousands of dollars.

. 1960's -- Mini computers costing $50,000 allowing smaller companies to be able to afford their use.

. 1970's -- Inexpensive small business computers costing hundreds of dollars with large scale integration possibilities. Radio Shack (Tandy Corp.) has come out with a line of small business and home use computers: Model One -- used for business uses, Model Two is also business oriented, and Model Three, a home computer costing $700 to $4,000. Reports can be tailored to your own need by in-house personnel providing more flexibility.

When considering the use of a computer, the following steps may be helpful:

. Check city, state, etc. for existing systems

. Meet with a programmer to discuss your particular needs.

. Have a programmer write a program to fit your needs. Test and revise the program and re-evaluate for future efficiency. For example, North Carolina University has an inventory of programs in: Budgeting, Maintenance, Accounting, Advertising, Recreation Resources, Law Enforcement, Visitor Monitoring, and others. There are many tailor-made programs to be found. If you must make your own program, you should be aware of problems with communicating with the computer programmer and the user.

Some computer manufacturers are:

. Ohio Scientific
. Apple
. Radio Shack
. Texas Instruments

The future of computer use in the field of Parks and Recreation has many possibilities. There is an immediate need for information sharing.

Dave Loughridge: "Practical Computer Use in Richardson"

The Richardson Parks and Recreation Department has two Radio Shack computers. The idea of using a computer came from the citizens of Richardson, many of whom are employed by Texas Instruments and Rockwell. With

this support, the Parks and Recreation Department was able to raise funds from various projects to buy their first computer (Radio Shack Model I). The program was initiated with preregistration for gymnastic programs. An appraisal of need and application possibilities showed that a second computer was possible (Radio Shack Model II). The cost and capabilities of each are as follows:

- Model I -- 32K Ram, 50,000 character, $3,300.
- Model II -- 64 K Ram, with a printer capable of typing 70 words per minute for 91 hours, $8,736.

At first, practical programs were drawn up for accomplishing small time-consuming tasks such as soccer registration, scheduling sports events, etc. By designing a daily report form for each maintenance supervisor, a maintenance analysis was possible showing:

- How each hour is spent.
- New additions that might impact next year's budget.
- An inventory of time and motion studies to allow for efficient time and resource management.
- An accountability memorandum system provided in triplicate.

Other programs used by the Parks and Recreation Department in Richardson are: logging checks, typing letters and envelopes, class rolls, recreation class registration and senior citizen programs. One hour spent with the computer today compares to one full-time employee in the past.

Public Relations

Chairman: Vivian Steele-Shellshear
Panelist: Carl Garner

Public relations has had a substantial impact upon the way in which recreation and park agencies at all levels of government make decisions. It also represents a direct attempt to implement the marketing concept. The primary reason for encouraging public involvement should be that it leads to better decision making. The public will be the major informer in dealing with the client's wants and the impact of a particular program on a group. Failure to keep the public view in mind can have the effect of large amounts of money spent on projects that don't meet recreational wants. Escalating numbers of people want to become involved in actions that have a direct impact upon their lives.

There is no single best technique in handling public relations. A sound stategy would be to use a mixture of techniques that accomplish various goals in the nature of the project.

The primary objective of public relations is the education of the public. A public relations staff's primary tool in communication with the public is the media. They depend on the media to inform the public on the critical matters of an issue. In order to insure a successful media campaign, the organizers must first set goals. Secondly, they must have a saleable product which to sell or a service to promote. They also must maintain a very close personal contact with the media personnel. Obviously, every event must be newsworthy, not to mention the fact that the staff be well informed.

Knowing your Congressman is also another important factor in a successful media campaign. He might well be the most important figure in pulling support for a particular bond issue.

In the promotion of an event or issue, television spot announcements may be costly but quite beneficial for public awareness. 10, 20, 30 or 60-minute spots are commonly used as well as 35mm slides in addition to color slides and short movies. Magazines are a good follow-up contact but are more useful in the post project stage. Two months prior to a particular event the public relations committee should send out press releases. One month prior there should be an additional update and two weeks prior there should be a radio public service announcement. One day before the event, the press should be notified with attention given to assignment editors and news directors.

The success of a project depends upon its promotion. By this is meant that a well organized media staff can, in the early stages of a project, indirectly control its outcome. The public needs to know how much it will cost, what's in it for me, and how it will affect my neighborhood or environment and most importantly, why we as taxpayers need such a project. In dealing with a media campaign, the most important

element is timing. Everything must fall into place in the early stages of promotion or risk failure.

Finally, the question remains: How should the public input be analyzed. The problem of putting together information collected through public participation is an important element in decision making. This problem will consist of identification, recording, and the summarization of public input. Public participation is not selling a predetermined solution, nor is it planning behind closed doors.

Designing to Prevent Vandalism

Chairman: Thom Hanford
Panelists: Eddie Hueston
Mike McCoy
Rolland Hancock

Thom Hanford:

Everyone working in the field of Park and Recreation has a responsibility to do their part to reduce vandalism. All groups must work together to provide the facilities the public deserves. Prevention of vandalism is on a trial and error basis. There is no one solution to vandalism. The following are a few suggestions that may be found effective in the prevention of vandalism:

Design Responsibilities

1. Plan parks that are visible and easily patrolled.
2. Choose materials and products which are as vandal proof as possible.
3. Keep budget in mind.
4. Review plans with maintenance and recreation staff.

Maintenance Responsibilities

1. Review plans for new construction.
2. Be ready to accept the added maintenance which normally comes with new construction.
3. Report acts of vandalism to superiors.
4. Repair vandalism as quickly as possible to deter further acts of vandalism
5. Keep track of time and materials needed to repair vandalism.
6. Review with planners those construction techniques and products which do or do not work.

Recreation Staff Responsibilities

1. Supervise park activities.
2. Work with park patrons to reduce vandalism.
3. Report acts of vandalism to maintenance staff promptly.
4. Work with design staff to provide those facilities the public wants.

Administrative Staff Responsibilities

1. Coordinate work of all groups.
2. Provide construction budgets adequate for the proposed facilities.
3. Provide maintenance budgets which reflect increases in park facilities.
4. If budgets are not adequate to provide all facilities planned, set priorities and build only those facilities which are affordable.

Manufacturer Responsibilities

1. Provide materials and products which not only stand up to vandalism but stand up to everyday use.
2. Work with contractors and be sure products are installed properly.
3. Provide information on products which have proven themselves in park situations.

Eddie Hueston:

Vandalism cannot be stopped, prevented or solved. Vandalism is similar to; nematodes in a planting bed, sand burrs in athletic fields, litter, crab grass in park turf or grey in one's hair.

Why does the vandal do his destructive act? There are countless reasons for vandalism; revenge, money, thrills, pyromania and sometimes just because it is there. There are ways to minimize the frequency and effect of vandalism. Three of these ways are construction design, organized maintenance and security.

Certain facilities and items must be built tougher and stronger, especially structures which are out of public view. With thoughts concerning vandalism, the planning stage may be focused toward prevention when designing structures that are used and seen by the public. For example: Entry-proof gates can be designed to be inoffensive when not in use; windows can be reduced in size to prevent access inside a building. One needs to look at the past to see what has survived through the decades. Many of the structures built by the W.P.A. and the C.C.C. are still in existence.

A high degree of maintenance will help detect the frequency of vandalism in a park. An unkept, unpainted, eroded, littered park site with broken equipment, high weeds and an absence of vehicle barriers is an invitation to vandals. Regular maintenance is a definite discouragement to vandals.

Security is an important method of minimizing the frequency and effect of vandalism. A well administered Park Police Force is definitely a big help; however, this type of security is very expensive. New electronic security systems are favorable in discouraging vandals. These systems range from simple door and window contact systems to new, more advanced systems:

1. Sound activated systems
2. Motion detectors
3. Heat sensitive systems
4. Light beam systems

Lights can serve as an effective security system. Lights can be covered with lexan lenses to minimize the effects of projectiles. Lights serve most effectively as deterrents when placed away from the structure and aimed toward the structure.

Electronic systems, lights, aggressive maintenance and improved

design will not stop or prevent vandalism but these methods will minimize the frequency and effect.

Mike McCoy:

Due to the remoteness of Lake Texoma relative to a city park, the Lake Texoma recreational areas are unique. The remoteness of Texoma can serve as an advantage or a disadvantage. During the summer months the percentage of vandalism at Texoma goes down. During the winter months, the park is vacant and the percentage of vandalism goes up. The best solution to vandalism is to get it repaired as soon as possible. If people see results of vandalism they are more likely to do some destruction of their own. Vandalism breeds vandalism.

(Vandal's Wild, a slide presentation put together by the Corps of Engineers was presented. This program was focused on vandalism committed by man as a whole.)

Rolland Hancock:

Vandalism begets vandalism. One must get rid of the evidence as soon as possible. In Odessa, all graffiti is painted over by 10:00 a.m. The parks are painted three standard colors. Each park vehicle carries paint and brushes so that graffiti is covered as promptly as possible. Vandalism is never reported to the media unless a prosecution is involved.

Litter is by far the most expensive act of vandalism. Odessa spends roughly 5% of the budget picking up litter. Litter is picked up in the morning before the average citizen can see the litter. People will throw litter on top of litter. There needs to be attractive trash receptacles in the parks. These receptacles will discourage littering and will add to the aesthetics of the park. Lights are an effective deterrent to vandalism in parks. Lights allow the public to see what is going on inside the park and will aid in deterring vandalism.

Park Patrol is an effective vandalism deterrent. Odessa hires off-duty patrolmen and sheriff's deputies to walk the parks. The officer will drive by the park, get out of the car and walk through the park. This type of patrol is effective in deterring vandalism.

Any vandalism is too much! Vandalism cannot be eliminated. Vandalism can be reduced through concerted action on the department's part and through support of citizen's groups.

Steps that have been taken to reduce vandalism in Odessa, Texas

1. Types of vandalism:
   a. Graffiti
   b. Impulse vandalism
   c. Deliberate (planned) vandalism
   d. Vehicular damage
   e. Litter

2. Graffiti:
   A. Early removal (10:00 a.m.)
   B. Standardized paint colors (workers have paint and brushes)
   C. No accumulation of graffiti

3. Impulse Vandalism: (remove temptation)
   A. Windows
      1. reduce number
      2. shutters
      3. plexiglass
   B. Vandal proof fixtures
      1. restrooms
      2. lights (inside/outside)
   C. Places of concealment
      1. vestibules (eliminate or reduce)
      2. foyers (eliminate or reduce)
      3. nooks and crannies (eliminate or reduce)
      4. unused buildings (eliminate or occupy)
   D. Access to facilities after hours
      1. steel doors, 3/16" steel plate
      2. inset locks
      3. restricted access to padlocks; boltcutters, saws or hammers cannot be used.
      4. control of keys and combinations

4. Deliberate Vandalism
   A. Area lights - dawn/dusk
   B. Police control
      1. get to know sheriff and chief of police
      2. no hassle of park patrons
      3. patrols stop and walk the park
      4. hire off duty policement and sheriff deputies
   C. Promote citizen involvement
      1. park advisory committees
      2. citizens arrest
      3. willingness to testify

5. Vehicular Damage
   A. Provide adequate parking
      1. reasonable distances from facility
      2. smooth, well marked and lighted parking areas
   B. Physical barriers
      1. fences
      2. curbing
      3. post and cable restraints

6. Litter (most expensive act of vandalism)
   A. Early clean up
   B. Educate staff; importance of clean parks
   C. Educate citizens; cost of litter
      1. 5% of park budget goes for litter removal
      2. organize regular, "clean up your city" campaigns
      3. work closely with civic organizations, garden clubs, police and Chamber of Commerce

D. Provide adequate and attractive litter containers
E. Enforce legal litter laws
   1. do not hassle patrons, make arrests only in exceptional cases
   2. work closely with civic organizations, garden clubs, police and Chamber of Commerce

7. General
   A. Work with probate and juvenile judges to have vandals assigned to parks and recreation department for training and work instead of a fine or jail sentence.
   B. Assign specific duties and areas to maintenance staff to promote pride in job and job area.
   C. Conduct training for park patrolmen, supervisors and maintenance staff to be observant.
      1. keep close watch on gangs
      2. take note of and correct discrepancies
         a. lights out
         b. graffiti
         c. litter
         d. unauthorized vehicles
         e. broken or damaged equipment
   D. Equip your maintenance staff to do the job expected.
      1. paint and brushes
      2. small hand tool kit
      3. litter pick up equipment
      4. communication with supervisors (radio, telephone, pager, etc.)
      5. definite instructions
         a. chain of command
         b. how to act or react in all cases
         c. maintenance staff are not enforcers; rather the first line of public relations personnel

8. Conclusion
   A. Any vandalism is too much
   B. We will never eliminate all vandalism
   C. Concerted action will dramatically reduce vandalism.

Managing With Budget Cutbacks
Coping With Inflation

Chairman: Jerry Darter
Panelists: Jack Robinson
Max Wiens

Due to the impact of the recent rise in the inflation rate of the nation's economy, park administrators are having to budget their departments to depend less on the monies that can be raised by taxing the public. As a result of this problem, park directors are having to research and find new ways to fund a majority of the projects that have been proposed in the park systems.

The use of neighborhood studies to determine the needs and types of programs and projects and by reducing the operating costs of the programs in the park systems, park managers can reduce the amount of expense that is incurred in a park system. These studies can show what programs will be needed and what programs will be used.

A breakdown of the costs that are incurred by a park system can be shown as follows: fixed costs, cost of living increases, construction costs, utility costs, and equipment costs. The area of fixed costs is the highest in most park systems. This area controls up to 70% of the total budget of a park. Fixed costs controls such areas as land acquisition, building maintenance, and employee salaries. The cost of living increases of the City of Dallas for the past year have been seven percent higher than last year. The money for new construction comes from approved bond proposals and from money raised from revenues from existing projects.

The increase in the utility costs for the past year were 15% higher than the previous year. This includes water, electricity, natural gas, and telephone costs. Equipment costs have gone up by almost 25% of last year's figures.

One way to help these problems is to begin to budget for less money. This would help to make operation easier when a large budget cut is demanded. A cut in the usage of electricity, water, telephone, and other operational costs would be instrumental in the beginning of a lower budget. A re-evaluation of the tax levels of the city districts and where the money is spent can help to tell the park managers what area can be cut back.

Another alternative to the problem of budget cuts is to charge the public a base rate for the useage of the parks facilities. This would reduce the dependency of some projects and programs on the tax money that is taken by the department. A flat rate can be implemented for golf courses, zoos, overnight camping areas, and for outdoor recreation. By getting the different organizations involved in the planning, scheduling and operations of the outdoor sport programs, the park department can

decrease the amount of money that must be budgeted for the employees of that department. By allowing the organizations to take over the upkeep and operations of certain functions at facilities they will be using, will also help to cut down on the money that a park department will have to spend on that facility. By planning only activities that will pay for themselves, a park system can insure that any projects that are not self-supporting will not be started.

Another method of cutting back on the amount of employee salaries is to implement volunteer programs in the park system. In the City of Kansas City, Missouri, the Rose Society saved the city over half a million dollars by purchasing and planting roses in some of the parks. Kansas City also has a Fountain Foundation which has helped to implement the purchase and operation of fountains throughout the city. Another program that the city uses is the Adopt-A-Park program. This program allows a neighborhood to take over the management of the park. At the present time there are four or five areas that have shown great success with this type of program. As an offshoot of this program, private businesses and firms have agreed to take over the management of plazas that are located within their property boundaries. This concept relieves the city from the responsibility of maintaining these highly visible areas.

In order to reduce the amount of dependence on the maintenance crews that are in the park system, some cities have gone to the use of contracting out jobs to private construction firms. This concept can allow the parks to continue with their own programs and still accomplish all the normal maintenance that must be done in the park system. By the use of private contractors, park managers can have a job completed in less time and at less expense to the citizens. The use of contract jobs also helps to recycle tax money collected from city taxes back into the economy. It also helps to promote good feelings toward the park department from the public.

The use of contract labor and contract waste disposal is another aspect of private industries that have been incorporated into a number of park systems across the United States. The City of Tulsa, Oklahoma and the City of Kansas City Missouri, are two such cities. These cities have found that the use of a private company to pick up the trash in the city park systems is much more economical than utilizing park personnel. These cities have found that the trash crews would spend almost 50% of the work day traveling to and from trash pickup sites. This also releases a portion of the work crew to perform other duties.

Another method that allows the park manager to make more efficient use of operating crews is to do a study of the amount of time that is spent on the different types of jobs that the crews perform and how the crews can be made more efficient. It has been found that during a normal work day, a crew will spend one hour in travel to and from the work site. The same crew will spend one hour on break and at lunch. The crew also uses as much as one hour involved in shut-down and start-up down. This also includes any demonstration time that may be needed to show employees any new jobs. Another aspect of employee efficiency is to encourage the employee to be at work on time and to take as little amount of sick time as possible. This will reduce the amount of time in which a certain

cannot be completed due to a shortness of the work crew. The last aspect of efficient employee use is the implementation of a safety program. The City of Tulsa has established a program in which the employee must attend a class on the proper ways of backing the trucks and other equipment. These programs can help to reduce the severity and frequency of accidents.

The last program that has been utilized is to eliminate the frequency of maintenance barriers. This allows the mowing crew and clean-up crew to work faster and more efficiently. The last big factor that determines the amount of headway that a park department will make toward the goal of economic and efficient park systems is the political climate. Without the right people in office, then the right programs won't get put into operation.

Seasonal Color Displays

Chairman: Steve Sprehe
Panelists: Marvin Ellenbecker
Dr. Robert Moon
Paul Mitchell

Steve Sprehe:

Recent economic and social trends are impressing and are having a major impact on park usage and an increase on park usage. We are all becoming well aware of the large immigration of population to the sun-belt. Our numbers in this area are increasing and naturally increasing the demand on parks. It is a fact that the cost of fuel, travel and transportation is causing more and more people to stay at home and seek their leisure activities locally. This increases the demand for quality parks and quality features in parks such as seasonal color displays. Another recent development that will become more critical in the near future is the housing industry. Experts forecast by the year 2000 most people in the market for their first house will not be able to afford it. The big influence on that fact is the cost of land. There will be a dramatic increase in the amount of high density and high-rise housing. There will also be a great increase in redevelopment and restoration of older housing in the inner cities. In other words, a greater concentration of people in a smaller area. These people will be turning to public parks for recreation because they will not have their own patch of ground. Those living in the larger cities now are watching this happen. The demands for quality features in parks will definitely increase.

Dr. Robert Moon and Marvin Ellenbecker:

These gentlemen presented slides on the use of annuals and perennials for color displays. The plants shown were used mainly in the Dallas area, but the use of the same plants at a smaller or larger scale in other parts of the country was emphasized. They discussed the outstanding characteristics of each plant, what diseases to look for and the type of insects that might infest the plant and cause problems.

Mums

Good mass color; treated as an annual; heat sensitive, salt toxic
Insects: Leaf Miner, Mites, White-fly, Lace Bug, Cutworms
Diseases: Pythium, Bacterial Blight, Rust, Wilt

Fall Aster

Good bed and planter plant; strong color; perennial
Insects: Aphids, Beetles, Lace Bugs
Diseases: Leaf Spots, Downy Mildew, Powder Mildew, Rust

Flowering Cassia

Good height in beds; massive yellow color; needs cutbacks
Insects: Lace Bugs
Diseases: Few significant

Fireman's Helmet

Unusual flower shape; bright red color; early summer blooms
Insects: Few significant
Diseases: Few significant

Tulips

Short blooming period; semi-costly; winter injury
Insects: Aphid
Diseases: Botrytis Blight, Rot, Viruses

Pansies

Blossoms Nov. to May; needs good drainage; next best to tulips
Insects: Aphid, Cutworms, Mites
Diseases: Pythium, Rot, Powdery Mildew

Shasta Daisies

Good standby plant; intense white color
Insects: Few significant
Diseases: Few significant

Snapdragon

Medium height; solid or mixed color; long blooming season
Insects: Aphids, Mites
Diseases: Powdery Mildew, Stem Rot (needs good circulation)

Iris

Wide range of color; good with other plants
Insects: Aphids, Grubs, Borer
Diseases: Bacterial Soft Rot, Leaf Spot, Rots

Purple Sage

Good strong color; needs good drainage; will come back
Insects: Few significant
Diseases: Few significant

Gerbera

Loves the heat; blossoms year round in warm areas
Insects: Mites
Diseases: Botrytis Blight, Leaf Spot, Powdery Mildew, Root Rot

Daffodil

More costly than tulips but come back each year; very intense
Insects: Aphid
Diseases: Rot, overcrowding could cause root rot

Dianthus

Good border annual; variety of colors
Insects: Cutworm, Aphid, Mites
Diseases: Few significant

Foxglove

Good annual for height in spring; can stand the wind
Insects: Aphids, Beetles
Diseases: Root rot, Leaf Spots

Wallflower

Good border; orange and yellow color; uniform cover
Insects: Few significant
Diseases: Few significant

Daylily

Number of pastel colors
Insects: Few significant
Diseases: Few significant

Ageratum

Good in shaded area, heat is a problem
Insects: Mites, Whitefly
Diseases: Root Rot

Moss Rose

Good in hot, dry soil; when cut back they will return
Insects: Few significant
Diseases: Few significant

Zinnia

Best in early or late part of season; heat is rough
Insects: Mites, Beetles
Diseases: Powdery Mildew

Mexican Hat Flower

Good height up to 5'; blooms again and again
Insects: Few significant
Diseases: Few significant

Rudbeckia

Strong yellow color all summer; native to Texas; good in heat
Insects: Few significant
Diseases: Few significant

Lantana

Blooms in hot summer; faithful standby
Insects: Mites, Whitefly, Aphids Caterpillars
Diseases: Few Significant

Acalypha

Strong in heat; rich red color in fall
Insects: Few significant
Diseases: Few significant

Green & Purple Mountain Grass

Good in heat; added dimension in color; unusual affect
Insects: Few significant
Diseases: Few significant

Coleus

Use only in shaded areas; needs good drainage
Insects: Aphids, Caterpillars
Diseases: Damping-off

Cockscomb

Needs good drainage
Insects: Mites, Cutworms
Diseases: Leaf Spots, Root Rot

Salvia

Use only in shade
Insects: Aphid, Stalk Borer, Mites, Leafhoppers
Diseases: Damping-off, Downy Mildew

Gaillardia

Long blooming season
Insects: Few significant
Diseases: Few significant

Spider Flower

Unusual affect with height
Insects: Few significant
Diseases: Few significant

Perennial Phlox

Good background for border plants; color period is short
Insects: Few significant
Diseases: Few significant

Ornamental Pepper

Unusual affect; nice color; strong in heat
Insects: Aphids, Beetles, Caterpillars
Diseases: Damping-off, Anthracnose

Chenille

Unusual affect; big red "tail"; good in hot, dry areas
Insects: Few significant
Diseases: Few Significant

Pampas Grass

Good height and background
Insects: Few significant
Diseases: Few significant

Allamanda

For the tropical look
Insects: Few significant
Diseases: Few significant

Palm Grass

Tall ground cover; hardy
Insects: Few significant
Diseases: Few significant

Banana

Tropical affect; keep out of wind
Insects: Few significant
Diseases: Few significant

Verbena

Native
Insects: Mites, Whitefly, Aphids, Caterpillars
Diseases: Few significant

Periwinkle

Massive bloom all summer
Insects: Aphids
Diseases: Damping-off, Dieback

Dusty Miller

Good contrast in color
Insects: Few significant
Diseases: Few significant

Candlestick

Good height, use in dry areas
Insects: few significant
Diseases: Few significant

Marigold

Insects: MITES! MITES! MITES!
Diseases: Root Rot

Caladium

For shaded areas
Insects: Few significant
Diseases: Few significant

Elephant's Ear

Needs warm temperature when planted; perennial
Insects: Few significant
Diseases: Few significant

Joseph's Coat

Nice in formal settings
Insects: Few significant
Diseases: Few significant

Canna

Good perennial for strong color
Insects: Caterpillars
Diseases: Bud Rot

Paul Mitchell: Speciality Gardens and Getting the Most color with Available Resources

How effective is the color and what is the cost of color per day in your system of specialty gardens? Perhaps it is just an effective planting of trees and shrubs along a highway in or out of your community or through your park system. There are opportunities for specialty gardens in all types of areas such as cemetaries, along highways, or in downtown plazas or squares. Annual and Perennial color displays can be such a "relief" from the heavily built up areas of most downtowns. Sounds of cascading water in a garden below street level can mask the sounds of traffic. Areas as such will get a massive amount of attention. People enjoy getting out of their offices for an hour or so through the day. Do not let the special areas be swallowed up by the massiveness of the buildings or spaces around them; the area will look lost.

Parking lots also offer an area which can be developed pleasantly.

A shady parking lot is certainly more inviting than a hot, harsh parking lot. The parking lots are probably the least attractive part of a community. A great deal can be done for a parking area.

Always try to be conscious of when the most people are in the community. A community can plan for special events and make use of the plants that give the best displays that particular time of the year that will be the most impressive to the visitors.

Potted plants can always be moved into areas for those times of year that do not produce high color plants. When transplanting plants from the greenhouse to the ground, be sure to leach them thoroughly to get excess salts out.

People and plants go hand in hand, whether you have a highway planted with bluebonnets or a by-way planted with dogwoods. How close can the people get to your plants, color and gardens with ease? Can they get close enough to see intricate flowers? Can they get close enough to see individual colors or are they all a passing blur? Blend the flower colors with the tree colors of the season. Remember an area of green or a shaft of water can be a great relief to all the urbanization that is growing today.

Specialty gardens need special care, so there is a need to analyze whether a department has the time and people to keep these areas well maintained. Do not get carried away and over-extend your budget and find out the beds have to be left out of a regular maintenance program. Some things to consider before starting a specialty area are space?, budget?, manpower to maintain?. There should be careful selection of the places and the plants to be used. Also, figure the days of color you will receive from the plant and the cost of that color. Are you using the right plants? In a time of inflated dollars and budgetary crunches we should maximize the color in the specialty areas.

Interpretation of Natural Environment

Chairman: Bob Jennings
Panelists: Miles Logsden
Donna Hamilton

The session was divided into two parts. The first half discussed interpretation and the second part involved audience participation.

This session tried to accomplish two goals:

I. For everyone to learn and enjoy themselves.

II. To teach two noble truths.

A. That there is a variety of people who visit the parks and that all these people can be incorporated into a natural program.

B. That the job of a naturalist is not defined as a simple interpretation of a plant, rock, tree, etc. Interpretation is a broad scope.

Donna Hamilton presented a slide show.

Going back in time to around the 1860's, most people were still east of the Mississippi River. Exploration of the western states had begun, and stories of their discoveries were being told in the East. One of the most favored stories ever told, was of a man who wandered away from his group and was lost. Trying to find his way back, he stumbled and dropped his glasses. While bending over to pick them up, his horse ran away. The man was stranded alone in the wilderness without spplies and without his glasses. He wandered about aimlessly for two weeks until he was rescued. Upon his return the man reported seeing lakes of hot water and mountains of glass. People wondered at his imagination and wrote it off as ravings of a mad man. But the stories didn't stop there. Over the years as more of these stories filtered down, the army decided to send an expedition into the west. The expedition brought overwhelming evidence. Another expedition was instigated and a photographer and an artist were taken along. The artist was so astonished by the sights that he had to portray to the rest of the United States that he never painted again.

In 1872 the first National Park, Yellowstone National Park was formed, and yes, the stories were all true. There were rainbows, hot lakes, and beautiful crystal structures. This land was set aside for people to enjoy, but also a place for a wildlife habitat. Yellowstone was to be the leader in the National Park movement, with many others to follow. As time progressed many states also decided to set land aside and preserve it for future generations to enjoy. One of the major problems with our National Parks is that they were located in the western part of the country, with the majority of the population still living in the

eastern part of the United States. This problem has become serious today because of the high cost of gasoline.

Interpretation makes use of many resources such as animals, plants, trails, historic buildings, nature centers and people. This is important because it shows the many ways people have to enjoy the park. Interpretation has a goal - to build a bridge between these two groups, "People and Park resources". One way to help people today in parks is to have a naturalist there to help them discover their interest. The naturalist has a long list of responsibilities. A few are: working with wildlife and establishing public relations with the park visitors. But the most common duty involves working with children.

The following is a list of programs that the Oklahoma State Parks offered last summer.

- Guided walks
- Information dispersal
- Films and slide shows
- Living history
- Community programs
- Festivals
- Children/Parent sessions
- Bike tours
- Campfire programs
- Crafts
- Survival programs
- Tours
- Workshops

Other activities that the park offers in the winter are:

- Winter festivals
- Conventions
- Winter camping
- Photography workshops
- Holiday crafts
- Eagle watches

Miles Logsdon:

Interpretation in Oklahoma is not a new thing. The programs have been around for many years. Interpretive programs are done by rangers, park superintendents and recreation specialists. It does not matter who is doing it, but what is important is the product itself, education through recreation is accomplished. One of the most interesting things happening in Oklahoma is the incorporation of professionals, who are not naturalists, but who have an interest and dedication to interpretation. They are coming together and joining organizations such as the Association of Interpretive Naturalists. Today Oklahoma has started its own, Oklahoma Council of Interpretation. It is a group of professionals, who are concerned with interpretation, and they see the need for it to speak with one voice. Their goals are to promote interpretation not only through their jobs, but also through their personal interests. This membership consists of:

- Ass. Director of Historical Society of Oklahoma
- State naturalist
- State archaeologist
- Arts and Communities Council
- Bureau of Indian Affairs
- National Park Service - Wildlife Dept.

This Council hopes to be a resource to anyone who wants to start a naturalist program.

Many people mistake interpretation as an activity that takes place in the nature center. But an interpretive program can be anywhere because all you need is something to interpret, which is usually nature (plants, wildlife, etc.). But for interpretive programs to have potential in the eighties you need to provide - resources
- safety
- explanation
- information
- education
- public relations

To conclude this session, the audience was asked to participate in skits. Mr. Logsdon portrayed different types of Park Visitors as Miss Hamilton (naturalist) worked with each individual person to help him discover his/her interests. These skits were used to prove that <u>all</u> people can be incorporated into an interpretive program.

Lighting Systems That Work

Chairman: Roger Scott
Panelists: John Burke
Ronald H. Helms

Units and Terminology

In order to discuss lighting, it is necessary to have a knowledgeable vocabulary of the units and terms commonly used by consulting engineers. This will enable the designer to communicate effectively and ask the right questions to come up with an appropriate lighting solution in any given situation.

A LUMEN is a measure of the amount of light of a light source, also referred to as a light output. All light sources are rated in lumens. The lumen rating of a lamp is available from the lamp manufacturer. In some cases the lumen rating is listed on the package.

ILLUMINATION is a measure of the amount of light falling on a surface area. The units of illumination are lumens per foot squared, or foot-candles.

WATTS are the unit of POWER. All electrical equipment consumes a certain amount of power and the piece of equipment can be rated in terms of the watts that are consumed.

EFFICACY is a ratio of the light lumen output to power input. The units of efficacy are lumens per watt. This gives an indication of how efficient the power consumed is being used to generate light. Generally, the higher the efficacy, the more efficient the system will be.

ENERGY is power times time. If energy is to be saved, the control of a system as well as the power requirements should be considered.

REFLECTANCE is a ratio of the amount of light coming off of a surface to the amount of light coming to the surface. The lower the reflectance value of a surface, the more energy that is absorbed. In interior spaces, high reflectance surfaces are desirable so that maximum amounts of inner reflections of the light are received. Reflectance becomes less important in dealing with outdoor type lighting.

Anytime an inductive reactance (such as a ballast required for gaseous discharge sources) is used, a POWER FACTOR, or potential for a problem is present. Power factor is corrected by putting a capacitor in line with the ballast. If there is no power factor problem, the power factor is 1. As the power factor gets smaller, more power is generated and distributed than what is normally read on the meter because of the overload on the equipment, conductors, breakers, etc. When using gaseous discharge sources in outdoor situations, a ballast is present and should be power factor corrected if energy is to be saved. A standard park light is sold by some utility

companies which is a mercury vapor unit and has no power factor correction. The power factor for the uncorrected unit is .5. Dividing the watts read on the meter by this power factor indicates that twice the power is being delivered to the system than what is indicated on the meter. This is wasted energy.

The term OBJECT COLOR has three important aspects: the light source, or Spectral Power Distribution Curve (SPD Curve), reflectance of the object, and the human visual system (everyone will perceive color slightly differently). If an object is painted red and illuminated with white light (made up of three primary colors: red, blue, and green), it is seen by the human eye through a phenomenon of selective absorption. The blue and green are absorbed and the red is reflected; therefore the object is seen as red. If the same red object is illuminated with pure yellow light, it will appear to be black, since all the yellow light is absorbed. No red is present in the light source and cannot be reflected off the object.

Color is important in park systems and recreation activities because people like to look good. Ghastly colored light systems will produce ghastly colored (and unhappy) citizens.

Light Source Summary

There are two general types of light sources. These are incandescent lamps and gaseous discharge lamps. Two types of incandescent lighting are the standard incandescent lamp, used in homes, and the quartz (tungsten-halogen, quartz-iodine, or halogen regenerative cycle lamp). Two categories of the gaseous discharge sources are low pressure which includes the fluorescent and low pressure sodium, and high pressure which includes the mercury vapor, metal halide, and high pressure sodium lamps. The latter three are also referred to as high intensity discharge, or H.I.D. lamps.

In deciding what to put into a lighting application, it is helpful to have a feel and understanding of these available light sources.

Incandescent light sources.

A standard 100 watt incandescent bulb (100A19) puts out 1,750 lumens. Dividing the lumens by the watts gives a source efficacy of 17.5. Since the incandescent bulb does not require any auxiliary equipment (ballast), the system efficacy will also be 17.5.[1] The life of the bulb is 750 hours. In a system that operates 52 weeks per year, 10 hours per day, and for 7 days per week, a constant of 3,640 hours of light needed per year may be established. Dividing 750 hours by this constant of 3,640 gives the life of the lamp for this situation as .21 years, or about 2 months. The maintenance costs of replacing the lamp six times a year would be tremendous.

[1]This does not include the efficiency of the control system. A true analysis of the system would require consideration of the equipment itself, also.

Even though the initial cost of the bulb ($.50) is small, these maintenance costs make its use expensive in this situation.

A quartz-iodine clear 400 watt lamp (Q400T4/CL) produced 7,500 lumens. Source efficacy is 18.8 lumens/watt. No ballast is required, so the system efficacy is also 18.8. The life of the lamp is 2,000 hours. Using the same constant as with the incandescent situation, the life of the lamp will be .55 years, or about 6 months. The initial cost ($16.25) combined with high maintenance and energy costs render the quartz-iodine lamp a loser also.

General discharge sources.

Gaseous discharge light sources require a ballast. The ballast starts the lamp, limits the current, and in the case of the fluorescent lamp, has an interval built-in capacitor for power factor correction.

A fluorescent cool white (F40CW) almp consumes 40 watts and is commonly found in office uses. The lumen rating is 3,150 lumens. The source efficacy is 78.8 lumens/watt. The required ballast consumes energy and this energy loss must be added to the lamp loss, dropping the system efficacy to 68.5. This lamp is producing about six to eight times the light output of an incandescent lamp for the same power consumed. The life is 20,000 hours, or, using the 3,640 constant, 5.5 years. List price is $1.67. An excellent light source in interior applications, the fluorescent lighting generally should not be used in outdoor situations because of its senstivity to temperature and to humidity.

Low pressure sodium (SOX180) consumes 180 watts and produced 33,000 lumens. Source efficacy is 183.3. At the end of the life of the lamp the system efficacy drops to 119.3. This lamp has an inefficient ballast. The rated life is 18,000 hours, or 4.9 years. Initial cost is $68.00. Besides being less energy efficient, this lamp is also pure yellow and is equally undesirable on this account.

In a true economical analysis, low pressure sodium will never beat high pressure sodium because of the inefficiency of the equipment used for most low pressure sodium systems.

A mercury vapor (H33GL-400/DX) deluxe white, 400 watt lamp produces 22,500 lumens. Source efficacy is 56.3 lumens/watt. Ballast loss reduces the system efficacy to 49.2. It has a rated life of 24,000 hours, but a useful life of only 16 to 18,000 hours. This is because if the lamp is burned beyond 16,000 hours, light output plummets drastically to 40% of the initial output by the end of the 24,000 hour life. The initial cost is $15.50.

Another problem with the mercury vapor lamp is the necessity of a phosphorous coating application in order to produce good color. Without this coating, blue-green light is present. This lamp does now have a good phosphorous coating and a deluxe white mercury vapor lamp probably has the best color rendition of any lamp on the market today, if the right light source is chosen. It probably will be replacing the incandescent lighting indoors in the future.

Metal halide (MS400/HOR) puts 40,000 lumens from 400 watts. Source efficacy is 100 lumens/watt. Ballast loss reduces the system efficacy to 85 lumens/watt. Its rated life is 20,000 hours (5.5 years); its initial cost is $39.50. For parks, sports, tennis, or any outdoor recreational use, this lamp is probably the number one choice today. Why? Because of high efficacy, long life, good color rendition without the necessity of a phosphorous coating. It yields good optical control which means that efficiency can be obtained from the equipment being used.

High pressure sodium (LU400/BU) produces 50,000 lumens and source efficacy is 125 lumens/watt. System efficacy is 100.2. Its rated life is 24,000 hours; its initial cost $60.00. It is a good light source, has high efficacy, long life (6.6 years), its maintenance costs are low, and its energy costs are low. It is probably the most cost effective system of all of these discussed. The problem lies in the fact that it is an orange light source. Blues and greens are darkened. Reds are seen as fire-engine orange.

New technological developments now taking place may make this a more available light in the next five years. Hopefully, it will have color characteristics similar to the metal halide lamp. The high pressure sodium light is available in wattages as low as 50 watts, whereas the smallest wattage available on the metal halide light is 175 watts. Correction of its color problems could make it the light of the future.

Distribution and Photometrics

To comprehend the distribution of light, it is helpful to imagine the light fixture (or luminare) inside of a ball. The light center is in the center of the ball. The ball is grossly split in half, dividing it into an upper hemisphere and a down hemisphere.

Most equipment used for parks, playgrounds, or parking lots (fixed down lighting situations) are in the generic class of a roadway lighting unit. The terminology used to describe the system and its distribution is terminology developed by roadway people.

An imaginary plumb-bob may be dropped from the luminare. Everything in front of the plumb-bob is referred to as "street side" and everything falling behind it is "house side". Straight down from the luminare is labeled 0^{o}, directly out from it is 90^{o}, and directly above it is 180^{o}. From 0^{o} to 90^{o} is the down hemisphere.

Light from 90^{o} goes parallel to the ground and is unused light. Light from 70^{o} to 90^{o} is high angle glare or wasted light. Instead of horizontal illumination, it produces discomfort and loss in visibility. The only light of value is from 0^{o} to 40^{o}.

Practical application of this information shows the useful and non-useful light that is produced by various types of light fixtures.

A ball light can therefore, be seen as very inefficient, since 71.6% of the produced light is wasted. 53.6% goes into the sky and 18% is lost to high angle glare. These units are aesthetically pleasing, but are energy wasters.

Post-top "park lights" are more energy efficient than the ball light, but still waste 20.8% to the sky. The metal shade atop this unit does not shade anything, since it is well above the vertical surface of glass. The high angle glare zone wastes 32% of the energy produced, so a total of 53.1% is useless light causing discomfort and glare.

The standard street light or "cobra head" is somewhat better in where it puts its light, but still sends 23% of its light into the sky. Multiplying this figure by the number of units in a given city shows a substantial amount of unusable light. The high angle wastes 16.9% of the produced energy and produces unwanted glare.

Each unit has its own output characteristics. It is possible to feed the isometric data of the unit into a computer to obtain as isofootcandle plot which gives the optimum mounting height of the particular unit. Beginning at 20', an elipse falls onto the surface below. As height increases, the elipse increases until it reaches an optimum height, at which point the elipse begins to shrink. When the elipse reaches this maximum spread, the fixture is at its optimum mounting height. This is optimizing the distribution of the piece of equipment.

The "shoe box" lighting unit is becoming increasingly popular in some parts of the country. Every piece of equipment has different output characteristics which are a function of its design. The available units run the gamut from rotten to excellent distribution, so careful selection and attention to the performance of the particular unit are essential. With a good unit with a good optical system, good pole spacing is possible. No light is wasted to the sky. High angle glare loss is about 1.5% with a good unit. Careful and knowledgeable selection of equipment will allow maximum pole spacing and minimum costs.

If this information is utilized by the designer, he should be able to gain a proper insight to finding an effective and efficient lighting system to fit his needs in any given situation.

Control of Athletic Lighting

During 1976-77, the unauthorized misuse of the athletic lighting in Farmer's Branch cost over $4,500.00 in electric bills. Additionally, the costs of vandalism were on the rise. Often the vandalism resulted in no lights, cancelled games, irate parents, and mad city managers. The need was felt to effectively reduce vandalism and wasted energy from unauthorized use of the lights as well as to reduce the operating costs of lighting systems on athletic fields and tennis courts.

Some control measures were implemented. The first was to charge a $10.00 lighting and key deposit per field, with the responsibility for the lights placed on the athletic leagues. If lights were left on beyond the specified time, the organization would lose their deposit. During the off season, the city electricians would remove the fuses from the switch gear box so they could not be used in any unauthorized manner.

Wire cages were also placed around the switch gear to prevent unauthorized entrance and vandalism.

Unauthorized users then learned to turn on the lights by reaching into the fence with wooden or metal poles and activating the switches. The vandals damaged the gears by prying on the handles and the costs of wasted energy still had to be paid.

These problems demanded solutions that would give the Recreation Division complete control of the lights. Employees of the Parks and Recreation Department and Public Works Department spent several months in 1977 investigating, interpreting, and laying out the different ideas in control of athletic lighting. They came up with solutions.

Athletic lighting was designed with all switch gears placed into exposed aggregate tilt wall buildings with steel doors. In some buildings, several doors were located with switch gears to different areas located behind each. In one part of the building is housed switch gears for the athletic fields. Other parts have the gears for the concessions and restroom pads. This limits authorized use into each area and facilitates control of the Park and Recreation personnel into and throughout the complex.

Remote controlling devices were added to the switch gear. These devices are automatic telephone signal receivers housed in industrial wall boxes. This gives any authorized person the capability of turning on the lights with the use of a touch tone telephone. A standard wall telephone is mounted inside the box and can be used for maintenance calls.

To use the controller, an authorized person calls the unlisted number. The controller will answer with a short beep. During this time the caller must enter a code. If the code is correct the controller will give a second beep and change to control mode. Unless the code is correct and given within six seconds, the phone will disconnect. Once in control mode, the lights can be turned on or off. The controller will disconnect in control mode whenever the calling party hangs up or after thirty seconds. Each controller can activate lights for eight fields.

Presently, seven of the lighted fields in Farmers Branch are under the system. One of these has been in operation for over two years; four for over one year, two for less than a year, and the maintenance cost has been 26¢ one year ago for one fuse.

While developing a solution to control athletic field lighting, a similar problem with tennis court lighting was encountered. People walking by or playing tennis were turning on the lights, but not turning them off. Tennis court lights were timed to come on at 7:00 p.m., if activated. The time clock would close down the system at 11:00 p.m. The tennis players were relied upon to push the "OFF" button when finished playing. Signs were put up: "Please turn off the lights." These did little good. To compound the problem, the city was in the process of adding seven lighted tennis courts over a two year period.

The solution to these problems was found. Now a time clock opens

the electrical circuits at 7:00 p.m. When the "ON" button is pushed, there is one hour of uninterrupted light. With four minutes left in that hour, a buzzer sounds, allowing the tennis player four minutes to push the "ON" button again. This allows enough time to finish a volley before the lights go out. If the button is not pushed, the system shuts down. There is a warm-up period which the players soon realize.

There is a small clock that sets off the buzzer, a time clock that governs how long the buzzer sounds, and a time clock to cover the four minutes before the lights turn off. The master time clock shuts the entire system off at 11:00 p.m. With this method, the lights will only remain on an hour at a time, as opposed to five hours with the previous system. If an unauthorized person wants to waste the lights, they must return every hour and reactivate the switch.

To discourage vandalism, the system was built in a weather-proof box, and the metal halide fixtures were covered with safety shields.

The new systems for athletic and tennis court lighting have greatly reduced energy waste due to lack of control of lights, and have reduced vandalism to the equipment considerably.

During the study time period, more than just control was researched. The best type of light at the lowest energy and maintenance cost was sought. After running several scenarios on incandescent lighting, quartz, mercury vapor, metal halide, and high pressure sodium, it was concluded that metal halide was best for this situation. High pressure sodium used less energy, but did not have the white light that was desirable. Using 480 volt/1500 watt metal halide, it was found that three-three-hundred foot baseball fields could be lighted with three times the foot-candle power for less energy than it would take to light one-two-hundred foot incandescent field. The latest rate set by the local power company cost $10.90/hour per two-hundred foot field. Incandescent lighting would cost $7,848.00 per year. One field can be lighted at $3.50/hour with metal halide lighting, costing $2,520.00 per year -- a savings of $5,320.00 per field. The Department actually operated three metal halide fields this past summer for $288.00 less than it cost to run one incandescent field.

Although this system for athletic lighting is complex, one 25¢ toggle switch can override the system and turn the lights on if the system should fail.

Drawing, Production and Efficiency Techniques

Chairman: Strick Watkins
Panelist: Gary Gerlach

Preparing drafting plans or making changes on existing plans is one of the more time consuming and costly projects in most professional agencies. A method of reducing drafting costs and time spent in preparing and changing drafting plans would prove beneficial to an agency. Utilization of pin graphics can eliminate costly redrawing of plans while saving the agency time.

Most drafting plans are on paper, sepia, reverse sepia or photo reproductions. When these plans are sent out to contractors and a change becomes necessary, each copy must have the error erased and the change put in the plan. In this case a change taking eight hours on the original can take up to 20 man hours to totally redraw the plan.

Pin graphics can overcome many of the problems facing current drafting methods. Each utility line can be drawn separately on a polyester sheet that can be overlayed on a base sheet either separately or over other sheets to better show where each line will go and how the lines might inter-relate. This method also allows a change to be made on one sheet without affecting the rest of the project.

Pin graphics also allows for highlighting certain areas of the draft to better bring out detail. This is accomplished by screening. A draft can be screened from 100% down. Thus the image can bring out more or less detail for that particular section. This way, a contractor wishing to bid on a job can see what will be required on that job. With a plan that is easy to read, it may save the extra expense generally put into a bid. This saves money for everyone involved.

Pin graphics uses polyester film base sheets and overlays, precisely identical, for all members of a drafting team. Re-drawing and tracing is eliminated. The pin bar registers all material used, from base sheets to finished composites, insuring precision. People doing the drafting draw on overlays, separating each discipline onto each layer. Work on all aspects of the agency's project is done simultaneously. If a problem occurs, changes done on the overlays are distributed to the drafting team without the time-consuming redrawing of plans.

It is very difficult to explain this method without showing it, the method is generally simple. A title block and border are placed down. Then the site plan is placed down, and necessary overlays are placed on top of these. The order is kept through a system of lettering. The title block contains a number of squares. The overlays are then lettered so that the letters will fall into the squares on the title

overlay will show the order of the overlays. This way, the drawing can be taken apart if necessary and quickly put back into order.

Pin graphics offers many benefits to the agency. They include, improved drafting effectiveness and reduction of repetitive drafting. In fact, 20% of drafting time is saved by using this system. Other advantages include: the greater flexibility and improved accuracy, simplified checking and faster access to final drawing from the design concept.

Pin graphic is a completely different way of drafting. Therefore, with new rules it may not at first seem efficient, but consider how many times you redrew the last project you worked on. When considering the time saved and the better quality this method provides, it is a reasonable method of drafting.

Personalizing the Leadership-Management-Climate
-A Human Development Workshop-

by Dr. Dayton Young Roberts

A personalized approach to the creation and management of a positive climate for getting the job done. Introduces three sub-systems: Positive Environment for Leading and Managing, Nonpunitive Philosophy in Managing and Leading, and Provision for Realization of Self-Concept-Clinical techniques and instruments to carry back to the job and for administrators to carry to their conference rooms are employed-Emphasizes the importance of certain psychological traits to leadership and management styles.

Workshop Objectives

1. To increase the participants' abilities to personalize the working climate;
2. To increase the participants' skills and techniques in leading and managing processes;
3. To increase the participants' self-understanding in his/her role as manager and leader.

To achieve these objectives Dr. Roberts administered the Myers-Briggs Type Indicator. Although only a shortened version of the 166 item instrument was administered the results are the same as if the entire instrument had been administered.

The Myers-Briggs Type Indicator (MBTI) is a self-administered 166 item self-validating instrument published in 1962 by the Educational Testing Service (Myers 1962). The MBTI and the supporting research stemming from its development expanded and clarified Jung's theory that seemingly chance variation in human behavior is in fact not due to chance; it is the logical result of observable and measurable differences in mental functioning.

These basic differences concern the way people use their perceiving processes to become aware of people, things, occurrences, or ideas and the way they use their judging processes to come to conclusions about what has been perceived. Since the two together - perception and judgement - are central to a person's mental activity, they determine, to a great extent, that person's overt behavior.

Jung's theory states further that there are two ways of perceiving - by sensing and by intuition - and two ways of judging - by thinking and by feeling. In addition to whichever of these processes an individual perfers, there will be an accompanying preference for introversion and extroversion. Thus, the MBTI defines the following pairs of preferences from which sixteen different combinations of personality type may be derived:

(a) Extroversion (E)/Introversion (I): the direction of interest. Does the subject's interest flow mainly to the outer world of actions, objects, and persons (E) or to the inner world of concepts and ideas (I)?

(b) Sensing (S) /Intuition (N): how situations are perceived and experienced. Does the subject attach more importance to the immediate realities of direct experience (S) or to the inferred meanings, relationships, and possibilities of experience (N)?

(c) Thinking (T)/Feeling (F): judgement preferences. In making judgements, does the subject rely more on logical order and cause and effect (T) or on priorities based on personal importance and values (F)?

(d) Judging (J)/Perception (P): lifestyle. Does the subject prefer to live in the judging attitude, systematically planning, ordering, and organizing his world, deciding what needs to be done and attempting to control events (J) or in the perceptive attitude, spontaneously, curiously, awaiting events and adapting to them (P)?

The preferences in type processes result in sixteen combinations of personality types.

The preceding information was taking from the American Journal of Agricultural Economics, December 1977; Personalizing Learning Processes in Agricultural Economics by Dayton Young Roberts and Hong Yong Lee.

The following is a reproduction of the instrument administered at the conference. This instrument may be self-administered to find out your own personality traits.

IDENTIFYING YOUR JUNGIAN PSYCHOLOGICAL TRAITS
(IE: YOUR PERSONALITY)

PART I. Circle the answer which comes closest to how you usually feel or act.

1. Are you more careful about:
   A. people's feelings
   B. their rights

2. When you have to meet strangers, do you find it:
   A. something that takes a good deal of effort
   B. pleasant, or at least easy

3. Does following a schedule:
   A. appeal to you
   B. cramp you

4. Do you consider yourself to be:
   A. more imaginative
   B. more realistic

5. Are you naturally:
   A. rather quiet and reserved in company
   B. a good "mixer"

6. Is it harder for you to adapt to:
   A. routine
   B. constant change

7. Which of these two is the higher compliment:
   A. he is a person of real feeling
   B. he is consistently reasonable

8. Would you judge yourself to be:
   A. more enthusiastic than the average person
   B. less excitable than the average person

9. In doing something with many other people, does it appeal more to you:
   A. to do it in the accepted way
   B. to invent a way of your own

10. Are you at your best:
    A. when following a carefully worked out plan
    B. when dealing with the unexpected

11. Do you get more annoyed at:
    A. fancy theories
    B. people who don't like theories

12. Is it higher praise to call someone:
    A. a man of vision
    B. a man of common sense

13. Do you more often let:
    A. your heart rule your head
    B. your head rule your heart

14. When you think of some little thing you should do or buy do you:
    A. often forget it until much later
    B. usually get it down on paper before it escapes you
    C. always carry through on it without reminders

15. Can you:
    A. talk easily to almost anyone for as long as you have to
    B. find a lot to say only to certain people or under certain conditions

16. Do you think it is a worse fault:
    A. to show too much warmth
    B. to be unsympathetic

17. If you were a teacher, would you rather teach:
    A. courses involving theory
    B. fact courses

18. When it is settled well in advance that you will do a certain thing at a certain time, do you find it:
    A. nice to be able to plan accordingly
    B. a little unpleasant to tied down

19. Can the new people you meet tell what you are interested in:
    A. right away
    B. only after tney really get to know you

20. In your daily work, do you:
    A. rather enjoy an emergency that makes you work against time
    B. usually plan your work so you won't need to work under pressure

21. In a large group, do you more often:
    A. introduce others
    B. get introduced

PART II. Which word in the following pairs appeals to you more? Circle A or B.

22.	A. compassion	B. foresight
23.	A. punctual	B. leisurely
24.	A. justice	B. mercy
25.	A. production	B. design
26.	A. foundation	B. spire
27.	A. gentle	B. firm
28.	A. uncritical	B. critical
29.	A. calm	B. lively
30.	A. theory	B. experience
31.	A. literal	B. figurative
32.	A. imaginative	B. matter-of-fact

SCORING: To determine your Jungian psychological traits (ie., your personality), complete the following three steps:

STEP I: Place a checkmark next to each item that you marked on the questionnaire.
NOTE: Some items are omitted purposely from scoring sheet.

E	I	S	N	T	F	P	J
2B__	2A__	4B__	4A__	1B__		3B__	3A__
5B__	5A__	9A__	9B__	7B__	7A__	6A__	6B__
8A__	8B__	11A__	11B__	13B__	13A__	10B__	10A__
15A__	15B__	12B__	12A__	16A__	16B__	14A__	14B__
19A__	19B__	17B__	17A__	22B__	22A__	18B__	18A__
21A__	21B__	25A__	25B__	24A__	24B__	20A__	20B__
29B__	29A__	30B__	31B__	27B__	27A__	23B__	23A__
	30A__	31A__	32A__		28A__		
		32B__					

TOTALS

STEP 2: Total the responses (checks) in each of the columns above.

STEP 3: After totaling the columns, fill in the following chart:

After totaling:

Score I if I is larger than E,
Score E if E is larger than I, ____

Score N if N is larger than S,
Score S if S is larger than N, ____

Score P if P is larger than J,

Score J if J is larger than P, ____

NOTE: If T and F are equal - score F if you are female,
score T if you are male.

EXTRAVERSION (E) - INTROVERSION (I): THE DIRECTION OF INTEREST.
Does the subject's interest flow mainly to the outer world of actions, objects and persons (E), or to the inner world of concept and ideas (I)?

SENSING (S) - INTUITION (N): HOW SITUATIONS ARE PERCEIVED AND EXPERIENCED.
Does the subject attach more importance to the immediate realities of direct experience (S), or to the inferred meanings, relationships, and possibilities of experience (N)?

THINKING (T) - FEELING (F): JUDGMENT PREFERENCES.
In making judgments, does the subject rely more on logical order and cause and effect (T), or on priorities based on personal importance and values(F)?

JUDGING (J) - PERCEPTION (P): LIFE STYLE.
Does the subject prefer to live in the judging attitude, systematically planning, ordering, and organizing his world, deciding what needs to be done and attempting to control events (J), or in the perceptive attitude spontaneously, curiously, awaiting events and adapting to them (P)?

IDENTIFYING YOUR JUNGIAN PSYCHOLOGICAL TRAITS was developed by Dayton Roberts and Sharon Jaggard using the Myers-Briggs Type Indicator (MBTI) by Isabel Briggs Myers and Inferring Personality Type by Dayton Roberts as resource materials.

Information on workshop activities built around administration of and feedback on the Myers-Briggs Type Indicator may be obtained from:

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Dayton Roberts and Sharon Jaggard

Urban Tree Management for Small Communities

Chairman: Robert S. Birchell
Panelist: Rob Doye

Communities who desire a tree management program should follow several guidelines to insure the project's success.

A. Responsibility - the instigators of the program should take the responsibility of educating and motivating the public by the distribution of information.

B. Inventory - objectives of an inventory should be to determine the nature of other components. The goal of an inventory is to provide information.

C. Master Plan - a list of what needs to be done over a period of time, 5 years, 10 years, very general.

D. Annual Plan - a year-by-year plan of objectives

E. Rules - a tree committee of citizens should be organized to create ordinances.

Sources of Resources

Many smaller communities would like to have a tree program, but cannot afford to on a restricted budget. Funds can often be obtained from many other sources. These suppliers of money, manpower, and material should be sought out and utilized.

A. Public coffers
   1. Federal grants
   2. Front foot taxes
   3. Riders

B. Local industry support
   1. One-time donations
   2. On-going funding

C. Coalition of civic organizations
   1. Funding
   2. Manpower
   3. Material
   4. Equipment

D. Hidden assets
   1. Memorials - arboretums
   2. Adopt-a-tree
   3. Private donations
   4. Oil and gas lease

Implementation

When implementing a program such as this, getting the public interested and motivated is very important. After the interest has been obtained the energy that is released should be channeled into a productive form. Public relations and group participation are the key to this support.

A. Public relations/education
   1. Media visibility - the public must know about the project
   2. Recognition - this leads to competition between groups of businesses
   3. Arbor Week - to concentrate initial work for a short period
   4. Training session - get the job done right the first time
   5. Grass roots support - get everyone involved.
   6. Total involvement - from commercial and private segments of the community

B. Planting strategies
   1. Education
   2. "The Plan" - make one and follow it
   3. Species list
   4. Fact sheets
   5. Demonstration sheets
   6. Wholesale distribution - let the nurseryman become involved. He can give a discount and still make a profit, while getting people in his store.
   7. Audience participation

C. Maintenance strategies
   1. Education - this helps to motivate people and insure a good job is done
   2. Audience participation - get your hidden labor force involved

D. Removal strategies
   1. Education
   2. Civic pride - instill this motivator
   3. Charity - use local clubs and organizations
   4. Barter - don't be afraid to utilize your resources to trade for another person's
   5. Disposal - free firewood
   6. Audience participation

Efficiency of Maintenance Through Park Standards

Chairman: Walter Heard
Panelists: Ron Smith
John Ellison

One of the most important jobs is to attract the public to the city park system, by providing an atmosphere that is clean and free from any safety obstacles and pleasing to the eye. This can be achieved by using efficient and economical means. The amount of visitation that a park receives per year will determine the amount of preventive maintenance that must occur in that system.

According to John Ellison, there are five main barriers to the efficient maintenance of a park system. These barriers are: funding, physical barriers, inefficient operations, failure to eliminate delays, and loss of productive time. Funding can be more of a problem today than in the past. With the unrest of the public and the trend away from high property taxes, the amount of funding can be directly influenced by the citizens of a city. In some of the larger cities, the public has passed referendums that will decrease the amount of taxes that can be levied on property. This can severely cut into the operating budget of a park system. One precaution that can be made to help keep this from happening is to do as much as possible to insure a good opinion about the park system and the way in which it is being operated. High visibility areas should be kept in good shape and free from litter. Another way in which the problem of funding can be lessened is to apply for the proper grants and funds that can come from the state and federal governments.

Physical barriers can present a large problem to the park manager; he must be able to work around such problems as tree problems, roads, and design imperfections. Tree stumps that could be removed from the landscape and are still in the way of the mowing crew offer nothing but an obstacle that must be worked around. If this stump was removed from the turf area, then the mowing crew could mow over that area in less time. Sign posts that are stuck out in the turf offer nothing but a problem. Proper planning should keep this problem from materializing. Most of the problems that have to do with obstacles in the path of the mowing equipment could have been prevented with better planning methods and practices.

Inefficient operations can be stopped by better planning on the part of the park manager. By placing the right employee in the right job, specific jobs can be accomplished faster and in the right way.

Failure to eliminate delays that can keep the jobs from being performed at the best of the operator's ability, will stop that person from caring and doing his best. These delays can also decrease the efficiency of a park maintenance crew, which cost the park department money. By the use of the proper equipment, an operator can perform the task in less time than with the use of inferior equipment.

In order to keep down the loss in time, an employee orientation program could be very useful. If an employee is knowledgeable of his job and the proper way to complete the task, then he will become more proficient at his job.

Other ways to increase the amount of work that can be accomplished in less time is to design an area to fit the needs and size of the area. This concept can be implemented in every aspect of park planning. The use of native plants will also help to cut down the amount of time that is needed to complete a task. Native plants can also help to reduce the amount of cost that can be involved in the design and construction of a park area. An important concept of this discipline is to make sure that the design follows the function of the space. In order to be sure that this is taken into consideration by the landscape designer rapport between the design profession and the crew that will be putting the design into the landscape is necessary. A good management concept is to be sure that the proper set of solutions is put into use for the proper problem. This can stop many problems that may occur in the future. Close supervision of the installation crew will insure that the landscape will be completed looking like the designer planned.

A good employee attitude can be very helpful in having a good crew. If an employee knows that he is doing a good job and is praised in front of his fellow employees, then both he and his fellow workers will try to do a more impressive job. Be sure to be aware of the needs and feelings of all the people who are under your control. This will make a more proud and conscientious crew.

Trails and Trail Activities

Chairman: Dwayne Stutzman
Panelists: Kathryn Nichols
Jim O'Rourke
Dr. Doug Eury

Kathyrn Nichols: Criteria Development of Long Distance Trails

Trails are an excellent way to provide recreation at a time of limited resources. Two aspects for acquiring trails are 1) to look at existing rights of way available for trail development and 2) how to develop for bikers, hikers and pedestrians.

Abandoned railroad rights of way are often available for trail development. Scenic paths are enjoyable to both hikers and bikers. Some abandoned railroad rights of way are not scenic and run strictly parallel and would be boring to hikers but equitable and safe for bikers. Abandoned railroad rights of way can be a problem for trail development when the right of way has a bridge and when abandoned the railroad company takes the bridge out. When this occurs the trail may either end or a major expenditure to replace the bridge can take place. If the trails are long, overnight accommodations may be provided. This can be done by renovations of abandoned railroad stations or train cars.

In urban areas trails may be developed from highway rights of way. These prove to be suitable for bikers and pedestrians. Highway right of way trails also are safer for the users and are good for transportation and recreation.

Utility easements are not too scenic but the right of way will be there and located in neighborhoods so there will be users.

Jim O'Rourke: Recreation and Economic Analysis of Jogging, Bike and Exercise Trails in Houston.

In Houston we have touched upon two areas in an urban setting. Available for many activities are the multi-use trails and the jogging trail. Activities including walking the dog, biking, roller skating and jogging. An effort is being made to encourage commuting to work and school on the trails.

When plans are underdeveloped for trails in your local area these tips may be found helpful for the success of the trail.

1. Adequate trash barrels.
2. Provide space for another trail during heavy jogging use.
3. Underpassages under intersecting roads.
4. Drinking fountains.
5. Graphics to explain trail and mileage markers.
6. Provide enough benches.
7. Bulletin boards.

This report is intended to give an overview of the interest and success of the various types of trails in and through the City of Houston.

1. Bark covered-non paved trails

   a. Jogging Trail Data
   User data 70.3% male, 28.7% female, 1% of users are children of mixed gender. Users of trails are estimated to be adults with following breakdown:

   Memorial Park Joggers Trail Users: Estimates indicate approximately 856,106 users of trail per year. 1979 was used as estimate year.

   Hermann Park Trail: Data has not been accumulated for this trail at time of report.

   b. Jogging Trail Costs: Park trails with bark, grading, labor, all equipment, and time to place estimated $9,000 per mile in 1979.

   c. Costs for Jogging Trail User Per Time of Visit: Data based on costs for 1976 through January 1980, of installation costs and maintenance costs during this period average 11¢ per visit.

2. Paved Hike and Bike Trail Data

   This data was collected from visitor use and user varification on the Brays Bayou Trail at Gessner Road to Holcombe Blvd. on the various trail sections that were completed at the time of the research.

   a. User Data for Brays Bayou Trails
   Walkers comprise 51% of the users of the paved trails. Joggers comprise 33% of the users of the paved trails. 26% of users are bikers. Bikers have not been classified as commuters or recreation users at this time.

   b. Multi-Use Paved Trail Costs
   8 ft. wide, asphalt trail - $45,000 per mile (to vary according to various requirements and with profit and labor included). Entry ramp costs at each intersection are $10,000 per mile. Total cost per mile - $55,000.

   c. Data for Allen Parkway Paved Trails
   Data collection has not been completed as of this date. It is anticipated that the percentage of joggers use will increase on the trail due to use by downtown athletic clubs.

   d. MacGregor and Emancipation Park Trails
   Data is not complete at time of this report.

Brays Bayou Multi-use Trail & Route Review

Overview

Over a period of 61 different observation periods during 1979-1980 the number and type of users on the trail were estimated to be:

70.3% male	A further breakdown is as follows:
28.7% female	26.0% Bicycle users utilize trail
1.0% children	42.0% Joggers utilize trail
100.0 %	31.5% Walkers or hikers utilize trail
	0.5% Roller skaters/handicapped utilize trail

As can be noted in the foregoing data, there are three major types of users on the trails at one time and two minimal users:

Joggers
Walkers/Hikers
Bikers

Two further uses are developing:

Wheelchair - Handicapped
Roller Skaters

Data will be collected at a later date to document the proportion of these specialized users. Bike users will be classified as to commuter/recreation users.

Brays Bayou Exercise Trail for Handicapped Users In Hermann Park

Harris County Precinct #1 has constructed approximately 1 mile of the Brays Trail within Hermann Park. This trail has linked the trails East and West of Holcombe Blvd. and will provide additional access to Hermann Park. An underpass is to be built in future under Holcombe Blvd. for access to the park area and will allow entry without having to cross the Holcombe Blvd. The Handicapped facilities are established with (14) fourteen exercise stations that are designed for handicapped persons.

Participation in Design of Facilities for the Handicapped Trail

The coalition for Handicapped Persons were consulted in the early stages of the design of the trail and assisted in the decision as to the location of the handicapped exercise facilities along the Brays Bayou Trail.

Trail Lengths & Widths Data of All Trails in Houston System

Memorial Park Exer-Trail. . . .	3.1 miles long	8-10' wide (Bark)
Hermann Park Exer-Trail. . . .	2.1 miles long	6-10' wide (Bark)
Hermann Park Trail	1.1 miles long	6-8' wide (Paved)
Brays Bayou Trail	27.5 miles long	4-10' wide (Paved)

Note: additional trail is being constructed at time of writing of this report.

Buffalo Bayou Trail	5.0 miles long	4 ft. wide (Paved)
Emancipation Park Trail	1.0 miles long	4 ft. wide (Paved)
MacGregor Park Trail	1.0 miles long . . .	6-7 ft. wide (Paved)

Source

This data was compiled from numerous, on site, user verification visits during April 1978 through October 1980 by the Parks & Recreation Department, City of Houston, James E. O'Rourke, and assisted by Planner, Hugh Pickford and other volunteers. Cost data was accumulated by James E. O'Rourke through records of contractors, construction bids and department data.

Dr. Doug Eury: National Trails System

The Heritage Conservation and Recreation Service recognizes outstanding trails by designating them to National Recreation Trails status. In the South Central Region, 59 trails are designated under the National Trails Act. They are located: 14 in New Mexico; 6 in Texas; 7 in Louisiana; 7½ in Oklahoma; 24¼ in Arkansas.

Taken from the Information and Application Procedures:

NATIONAL RECREATION TRAILS
INFORMATION AND APPLICATION PROCEDURE

The National Trails System Act created four types of trails; national recreation trails, national scenic trails, national historic trails and connecting at side trails. National recreation trails provide for a variety of outdoor recreation uses in or near urban areas. They may be designated by the Secretary of the Interior or by the Secretary of Agriculture where lands administered by that agency are involved. National scenic trails are long-distance trails that provide for maximum outdoor recreation potential and for the conservation and enjoyment of

nationally significant scenic, historic, natural, or extended trails that provide identification and protection of the historic route and its historic remnants and artifacts for public use and enjoyment. National scenic trails and national historic trails may be designated only by the Congress. Connecting or side trails provide additional points of public access to national recreation, national scenic or national historic trails or which provide connections between such trails.

The Department of the Interior and the Department of Agriculture cooperate in the administration of the national trails program. The Secretary of Agriculture has delegated the responsibility for national recreation trails on land administered by that agency to the Forest Service. The Secretary of the Interior has delegated to the Heritage Conservation and Recreation Service responsibility for the national recreation trails program on all other lands, including non-Federal.

National recreation trail designation carries with it the prestige of the National Trails System, but no direct financial assistance. Resultant favorable publicity could bring attention to the community, help further outdoor recreation opportunities in the area, and protect the trail itself from incompatible land use.

Readiness

A trail must be ready for public use before it can be designated a National Recreation Trail.

Availability

A national recreation trail should be in or reasonably accessible to urban areas, or within existing Federal and State Parks, Forests, or other recreation areas. "Reasonably accessible" is interpreted to mean available for day use or within approximately 2 hours' travel of urban areas.

Length

Trail length may vary depending on use and purpose, but it must be continuous. It may be short, perhaps one-half mile in length (example: wheelchair trails for the handicapped, trails for the blind), or it may extend many miles and incorporate urban-rural characteristics (example: canal towpaths).

Location

It is not a prerequisite that a National Recreation Trail be scenic, although wherever possible the significant features of the surrounding area should be incorporated into the trail network. A National Recreation Trail should be located so as to be available to the greatest number of people; it may be located on varied terrain as long as the trail reasonably provides for public safety. Examples of possible trail locations are: stream valleys and their flood plains; utility rights-of-way such as natural gas lines and power lines; abandoned railroad or

streetcar rights-of-way; easements for underground cables; areas around reservoirs, irrigation or transportation canals and laterals, levees, flood dikes, jetties, and breakwaters.

Design and Use

A national recreation trail must be designed according to accepted design and construction standards commensurate with the type of use anticipated. A trail may be designated solely for hikers, horseback riders, bicyclists, or motorcycle riders or, where practicable, for a combination of uses. Special provisions may be made for use by the handicapped.

Administration

Before a trail may receive national recreation trail status, the agency administering the trail must provide proof that the trail will be available for public use for at least 10 consecutive years after designation, plus supporting documents such as property titles, leases, easement agreements, etc.

Management

The trail administrator must submit a trail management plan covering such items as fire protection, maintenance, police surveillance, rules and regulations, and other related matters. Although a trail's primary purpose should be for outdoor recreation use, other uses, such as power lines, sheep driveways, logging road operations, etc., may be permitted if they would not substantially interfere with the nature and purpose of the trail.

National recreation trails and related facilities are open to all who respect the trail rules and regulations regardless of race, color, or creed. A reasonable use fee may be charged.

The governmental unit or private organization which owns or administers the land on which the trail is located is responsible for submitting an application for national recreation trail designation. However, this does not preclude another agency or organization from maintaining the trail.

The Heritage Conservation and Recreation Service reviews applications for national recreation trail designation to ensure that trails meet all criteria. The HCRS regional office provides the appropriate State Liaison Officer with a copy of the application for comment.

If a trail application is in order, an on-site inspection is made with the applicant and appropriate governmental representatives. If it appears that the trail is eligible for inclusion in the National Trails System, the Service recommends that favorable action be taken by the Secretary of the Interior.

If the application is approved by the Secretary, a letter and a certificate indicating that the trail has been designated as a component

of the National Trails System is presented to the applicant. A trail dedication ceremony is normally sponsored by the trail administrator.

If the trail does not appear to meet national criteria, the applicant is so informed and allowed time for correction of the deficiency. If the deficiency is not corrected within a reasonable period of time, the application is returned.

Each national recreation trail may be marked with the national recreation trail symbol by the trail administrator. An illustration of the symbol, which has been registered with the U.S. Patent Office, is included in this booklet.

Energy Sensitive Park Planning

Chairman: Randy Nicholson
Panelist: Claude Thompson

The cost of using conventional energy sources has soared in recent years and will likely continue to increase in the future. Public service agencies such as park and recreation departments are especially vulnerable to rising energy costs. The dilemma of citizens' demand for improved facilities and services and their revolt at increased taxes to support such, force local park and recreational agencies to find workable measures of energy conservation and less costly alternative to conventional energy.

The techniques considered here include passive and active solar energy applications, earth sheltered structures, alcohol fuels from biomass conversions, wind energy production, energy sensitive lighting designs, and the application of life cycle costing techniques in facility planning.

The significance of energy use within the total budget of various park and recreation departments varies greatly depending upon climate, location, types of facilities and programs, and the accessibility and pricing policies of local energy types. With the use of alternate energy sources, a substantial savings can be achieved without a reduction in the levels of service.

Recreation buildings are a primary energy user, and excellent targets for energy conservation. About 50% of the energy used in a recreation facility is for heating, cooling, and air handling, while an additional 25% is consumed for lighting. The solution to this high cost energy situation is to develop alternative energy resources to supplement or replace conventional systems. Such technological advances will require careful energy sensitive planning, in order to fit the best, most efficient alternatives to particular conditions.

Basics of Climate Effects

Climate affects the amount of energy used by recreation and park facilities more so than any other factor. Human perception of a comfortable environment is affected by a mixture of three factors: temperature, humidity, and wind. In turn, the amount of solar radiation, the sun's position in the sky and its path across the sky can have an effect on the microclimate, as the various factors interplay. When planning a facility, it is, therefore, important to closely evaluate the microclimate of the specific location and design for that particular mix of climatic circumstances.

Passive Solar Structures

Passive solar applications are defined as the heating, cooling, and air distribution of a facility by natural rather than mechanical means. These applications include insulation to control the conduction of heat, use of natural sunlight, conversion of the sun's light to heat, and other non-mechanical means of energy production.

With proper building orientation to the sun's angles and wind directions, heating and cooling loads can be reduced significantly. Skylights and clerestories can be used for economical lighting and for heating and cooling. Heat energy can be captured and stored for later use in masonry or water walls. In isolated areas where access to conventional energy sources is limited and expensive, greenhouses can be used to provide economical solar energy use.

The roof pond is another passive solar technique which applies to recreation and park facilities. Water stored in various devices within the roof is heated by the sun during the day but covered and insulated at night forcing the collected heat down into the building for evening use. Conversely, the roof pond can be used to cool the building if insulated from the sun, while drawing heat from the building itself.

Active Solar Structures

Active solar energy includes both the conversion of sunlight into electrical power through photovoltaic systems, and into usable heat energy by air, water or other fluid filled collectors. The flat plate collector is the most commonly used means of conversion, although technology continues to refine various focus collectors, which are parabolic in nature. In air or fluid heat solar systems, the heat energy may be stored for later use in water, masonry or other such methods, while photovoltaic electrical energy can be stored in conventional batteries. These heated fluids or air can also be used for cooling through chemical absorption refrigeration systems or Rankine cycle compression systems.

One of the largest buildings in the world to be heated and cooled by active solar energy is the recreation center in the new town of Shenandoah, Georgia. This active solar energy system provides 95% of the space heating, 65% of the cooling, 99% of the hot water and 100% of the heated pool water for this 55,000 sq. ft. complex. This system was largely funded by federal grants as part of a demonstration of the various solar applications available to facility planners and energy conservationists.

Vandalism is not a major problem to active solar energy systems, even when used in very active recreational settings. In the past, most units have been installed on the rooftops of buildings to accommodate better sun access, however these are more expensive since they require additional structural support. Today, many units are being installed at ground level, as has been done by the National Park Service at Olimogee National Monument, and at Santa Barbara Island, California.

Earth Sheltered Structures

Covering buildings with dirt is an effective means of insulating against unwanted heat loss and gain. Earth insulation is often used in conjunction with other passive and active solar energy systems to increase the efficiency of the system. The Shenandoah Recreation

Center in Georgia combines a solar energy system with earth insulation reaching the second floor on three sides, thus providing fuel savings at a much higher level. Several public and institutional libraries have been constructed underground, notably in the city of Fort Worth, the University of Minnesota and Harvard University.

The use of underground spaces for both work or play reflect the fact that earth covered spaces are not cold and damp, but can be attractive and efficient alternatives for energy conservation. Whether provided by natural geological features or construction, earth insulation can provide valuable energy savings for recretionalists.

Solar Pond Systems

The solar pond is a saline, non-flowing water body which converts sunlight into heat energy. It provides an effective solar energy collection and storage system without the negative concentrating characteristics of passive solar collection or the construction and mechanical problems of active solar collection systems.

Solar ponds could have widespread application to energy sensitive park and recreation planning. Many recreation facilities have swimming pools adjacent to them. During the winter months these pools are unused. With the use of inexpensive and simple techniques, the conversion of unused swimming facilities into solar pond systems to provide the required space heating for the building is a most applicable alternative. During the summer, when the heating is not required in the building, the pool can be used for recreational swimming and the process reversed to draw excess heat from the building to heat the pool water.

Biomass Energy Production

Biomass is organic materials such as plants, trees, human sewage and algae. The energy captured by this biomass can be released through simple processes to produce a variety of useful fuels such as methane gas, alcohol and hydrogen. There is a high possibility that there could be a widespread recreation application for producing fuel methane and ethanol from aquatic and marine plant cultures. Microalgae biomass is one of the highest known sources of stored energy. Fresh water biomass conversion produces an undesirable odor which limits its use in high use areas such as parks and recreation facilities. The use of marine microalgae for biomass energy production using saline water is almost as effective as fresh water biomass conversion of salt water algae to usable fuels is extremely feasible throughout West Texas and New Mexico and in other areas where salt water intrusion to underground aquifers not only provides sufficient saline solutions for the algae growth but also an efficient, nonpolluting storage facilty when the process is completed.

Within many parks and recreation systems there are non-contact ponds, lakes and other aesthetic water bodies which could convert microalgae into fuels. Simple, small scale conversion plants could produce

liquid or gas fuels to power on-site facilities or such fuels could be stored for off-site use within the park and recreation system. Cooperative efforts between park agencies and sewage and solid waste collection agencies to supply and recycle biomass is a promising method of reducing public energy expenditures.

Wind Power

Wind power has long been used as a traditional source of direct energy to accomplish mechanical work such as grinding and pumping. Today, through various conversion techniques, wind energy is providing a very economical and dependable energy source for park and recreation agencies. The major problem with wind conversion is the storage of unneeded energy for use at peak demand times or at times when production is not occurring. Energy can be stored in traditional lead batteries or in mechanical flywheel systems. Winds between one and two miles per hour are required to pump water and between seven and ten miles per hour to generate electricity. However, the quality of the wind is much more important than the wind speed, as patterns must be steady rather than gusting and variable. A primary example of wind energy put to use for recreational purposes is at the John Muir National Historic site in California. Here, the National Park Service has reactivated an existing windmill and waterwell to provide both domestic water for consumption and irrigation water for landscaping. This windmill application has almost entirely eliminated the cost of purchasing and pumping water at this local area.

Energy Sensitive Lighting

Lighting systems, whether for illumination, safety, or security, are an integral part of any park and recreation operation. Lighting, presently consumes about 25% of the total energy used in a normal sized recreation facility. In recent years new lighting technology has made the benefits of good lighting and energy conservation totally compatible.

The older incandescent and fluorescent types of lighting are the least efficient and also produce less light output per unit of power input. Metal halide and high pressure sodium lighting are much more energy efficient and also produce more light. Use of controls, such as time clocks and photocells can insure that lights are not on when not needed, which means saving energy and promoting conservation in the community.

Life Cycle Costing

Energy efficient, less consumptive techniques must be incorporated into both existing and future park and recreational facilities if we are to reduce our dependence on expensive and limited conventional fuel systems. Alternative energy sources and techniques must be incorporated into our planning for future park and recreational facilities, as well as plans for continued maintenance, operation and rehabilitation of existing facilities.

In figuring the cost of any facility it should be remembered that the initial construction cost is actually only a small portion of the

overall cost of that facility throughout its useful lifetime. The Dallas Park and Recreation Department calculates that neighborhood recreation centers cost about $150,000 to build, but cost over $21,000 annually to maintain and $39,000 annually to program and operate. The greatest portion of this operation and maintenance cost is required by the heating, cooling, air handling and lighting, for which there are many alternative techniques available. Energy sensitive park planning, then, must consider the park system and the facility being planned as a total overall energy system.

Funding Energy Sensitive Park Facilities

Local governments have many funding sources available to them for the planning development of energy efficient facilities. The U.S. Department of Energy administers several grant programs for such development. The appropriate Energy Technology Small Grants program provides funding for many projects to achieve energy conservation, efficiency and use of renewable resources. The U.S. Department of Housing and Urban Development administers the Innovative Grants for Community Energy Conservation programs which has supported energy sensitive park and recreational facilities. Community Development Block Grants are also viable sources of support for the development and rehabilitation of recreational facilities for energy conservation. Another viable source of funding is the private sector, through commercial ventures or philanthropic trusts.

Cultural Resources, Past Cultures, Present Opportunities

Chairman: Perry Scott
Panelist: Dr. Guy Muto

Dr. Muto told an analogy of a brain surgeon and an archaeologist. He said this was appropriate because both professions look into hidden mysteries around us. The brain surgeon looking into the brain and the archaeologist at the Earth to draw conclusions from them.

Archaeology, as a profession, does more than look at the Earth and its many treasures to see that they are found and preserved. An archaeologist is an anthropologist of past cultures. Scientifically, they study the origin, culture and development of civilizations before our present one. Conclusions and interpretations are drawn by studying the material remains. By locating relics and sorting or classifying artifacts questions can be answered even more about those about us. As he sorts items even he himself has been sorted.

In today's field of archaeology there are three main classes in which one can specialize. The three are Academic Archaeology, Bureaucratic Archaeology, and Professional Archaeology. They are placed into these categories as a result of working for different clients.

An academic archaeologist is oriented towards doing research. In his research he destroys the resources to answer self-defined important questions. The results are published in obscure journals for academic gratification and advancement. Most archaeologists fall into this category.

The bureaucratic archaeologist is as the name implies within today's bureaucratic society. He is oriented towards this by working for local, state and federal agencies. They are responsible for implementing rules, regulations and guidelines. Most are responsive to programs and bureaucrats.

A professional archaeologist is client-oriented and usually associated with private enterprise. Many are employed by universities and museums as consultants or to work in their programs. University of Oklahoma, University of Texas and UTSA are some schools which have archaeologists working in their programs. The professional archaeologist is most familiar with the broad requirements of public and private interests. They are responsive to the resources as well as being so to the client. This is the type most familiar to the fields of Parks and Recreation.

Dr. Muto suggests that you hire the type of archaeologist you need for the job at hand.

Many rules, regulations and guidelines already on the books are viewed as "Compliance Burdens". There are several ways to get around these burdens. They are easier to work with if archaeological resources

are viewed as opportunities. You can make the resources work for you by incorporating them in your research, development of the site, planning, operations, interpretive and administrative programs. Compliance Burdens can distill the substance of some regulations into the following guidelines: if Federal agencies are involved all cultural resources must be evaluated and those of significant value must be dealt with. If the state only is involved, occasionally cultural resources must be dealt with if someone is interested.

A good policy, and one of the best, is that you be fully informed as to the laws of your area and opportunities available to you. The following are some typical requirements for land acquisition:

1. Notify your State Historical Preservation Officer before you start.

2. Notify any local archaeological societies (Amateur).

3. Conduct a background literature search or have a person from the local university, a consulting archaeologist, or a bureaucratic archaeologist look into this. Enormous amounts of money have gone into these reports and you might as well use them if they are free.

4. A reconnaissance level survey may be needed if your State Historical Preservation Officer feels it necessary. This survey is compiled by walking over the site and viewing the site.

5. An intensive survey may be necessary. This is where a group of individuals are placed fifteen to twenty meters apart and walk the area locating all visible objects of value.

6. If objects of significant value are found further testing and evaluation must be undertaken. Subsurface tests are taken to determine if the objects found can be preserved on the site.

7. The State Historical Preservation Officer, National Register, and Advisory Council on Historic Preservation meet and determine the significance of any items found. If you are lucky you will have items of significant value which are covered under one of the following plans.

8. Preservation Plan - This is where a solution to keeping the objects on the site is needed.

9. Mitigation Plan - Destroy the site for its information content.

10. Interpretive Plan - Let the folks see what is going on. Maybe they'll get interested and help.

Realistic Constraints or conflicts of interest are present in situations where significant items have been found. Aside from conflicts,

there are some tensions inherent in various approaches. Here are some we have discussed:

Park and Recreation Needs	Research Needs
Resource Needs	Client Needs
A&E Environment	University Environment
Bureaucratic Environment	P&R Environment
Digging for Dollars	Digging for Science

In general these extreme tensions can be met and resolved if you have an archaeologist working for you.

The Lawyer Lesson

The only way to trust a lawyer is to hire him. This is true of archaeologists as well. Archaeology is just now undergoing the dynamic tensions of becoming a profession. Many people with Archaeology degrees didn't have jobs when they got out and are just now finding them. An ideal perspective if you can afford it is to hire a consulting archaeologist from the university, state or federal government. Sit down and discuss your needs, concerns and what you'd like to do. When you have completed this, hire somebody else to do the work to avoid a conflict of interest. When you have completed these steps, draw up your final concerns, hire a third party, independent of the two previous, to implement your plan.

The incorporation of cultural resources in your programs is a necessary and integral part. Items to be considered include: topography, vegetation, drainage, site uses, lighting, access, traffic-ability, signage, and the other types of cultural resources. These should be looked at as opportunities instead of burdens.

Personnel Evaluation-What's Good Enough-Until When?

Chairman: Robert Epperson
Panelists: Martin Strieff
Kris Marek

Martin Strieff:

Quoting John Naisbitt of the Trend Report, "There are the beginnings of a job revolution in America, a basic restructuring of the work environment from the top down and bottom up. To increase productivity, we will move to "participatory management"; your rank and file participating more in managing your organizing.

Fiscal resources decrease as the public demand for services or products increases. Budgets are not allowing us to keep personnel we had two years ago. Is it possible to continue cutting personnel costs and increase productivity? It can be done by improving our personnel management. Our workers are not stupid and lazy. They want a chance for personal satisfaction. Of all the elements necessary in good personnel management, personnel evaluation is most important requiring time and dedication. A major task of a manager is communicating clearly a co-worker's duties, responsibilities and goals that need to be accomplished. Dallas, Texas uses a "statement of accountability"; a written document between the supervisor and co-worker. The statement outlines the expectations or goals, responsbilities, and authority placed upon that individual.

A statement can be any format, just so it achieves its purposes:

a. Clearly communicates what the person is to do.

b. A means of evaluating performance of the individual.

Dallas's statement of accountability is divided into five areas; 1. Responsibility, 2. Example of duties, 3. Employment standards, 4. Key result area, and 5. Standards of performance. Now available is a document stating expectations for each individual. This should be covered at the beginning of each new year whether it is the employee's formal evaluation time or another established time.

Recommended at the first meeting between manager and employee is a sharing of this "statement of accountability" in draft form. This allows responsbilities to be discussed. Discussion of goals are established as to priority and significance. This permits the employee to interject their feelings and add goals. After thoroughly covering the statement of accountability and all questions are answered the document is finalized.

Then the evaluation process begins. There should be frequent meetings, formal and informal, discussing the goals and the statement. Formal meetings are scheduled quarterly. At this meeting goals are reviewed, evealuated, discussed and possibly modified to meet new changes. Caution

is given not to change unless it's absolutely essential. Continuous content changes lead to confusion for the employee and a lack of productivity.

Informal evaluations made frequently in everyday or weekly meetings or discussions. Close monitoring assures the employee of your interest to see the goals become realities.

Constant evaluation develops a much healthier relationship. It also has the following advantages:

a) Keeps the employee on track,
b) A constant reminder to the manager and the employee,
c) Gives employee the guidance necessary throughout the year,
d) Any discrepancies during the reviews, informal or formal, can be straightened out immediately. Compliments and constructive criticism given through the year strengthening the employees and aiding them to be more successful.
e) The employee clearly knows responsibilities, duties, and authority they have.

Personnel evaluation is a major key to success. A clearly stated "statement of accountability" or similar document is the foundation of a good strong communication line between you and your co-worker. Frequent evaluations generate a better working relationship and productivity. "What's good enough in personnel evaluation?" What's not good enough is our old system of evaluating once a year and check marking a standard evaluation form ranking employee performance. "Until then?" Past systems are obsolete. We must have evaluation methods that include all workers in the total picture and sharing in the total operation.

Kris Marek:

The need for performance standards is defined by the following: technology, restructuring of work environment, and budget or hiring freeze. Technology today is being utilized to liberate the worker. Many workers fear they're being replaced with this machine. The computer is used to store information about the employee, which allows the company to look at each employee in regard to special skills or assignments.

Restructuring of the work environment is due to a job revolution in America today. Changes in the economy along with altered personal values is leading toward major changes in the attitude of and to the American worker. Productivity is low as is the personal satisfaction of the employee on the job. Increased productivity and job satisfaction are entwined, with emphasis on improving self motivation and maximizing human potential to obtain greater productivity on the job. Budget or hiring freezes will challenge us to provide at least the same level of service as presently being done but, we will have to do it with less money and fewer workers. Using performance standards defines goals and objectives, increases productivity, and provides detailed information for budget purposes and demonstrates need. In explaining performance standards

to the employee a norm for performance and a quantity figure are given in routine work. It tells the worker how well and how much is needed to accomplish the goals or objectives.

There are three inputs in establishing work standards: A manager estimate, historical data, and the use of work sampling techniques. Standards can improve productivity by:

a) Allowing the manager to evaluate each job or task for determining purpose and quality of work accomplished.

b) Requires the manager to establish priorities on needs and schedule if manpower is not available.

c) Allows for problems to surface and make changes in how or when a job is done.

d) Makes the employee part of the goal setting and standard setting team.

e) Employees are more aware of requirements for performing on which they are judged.

Work or performance standards also provide information for the managers to demonstrate work accomplished and is utilized in projecting needs when additional facilities are acquired. If appropriate standards are not met, performance characteristics may be necessary from the management level. Management should define meaningful activities in the job. They should make known the results expected from the work but a description of how the work is to be accomplished. Quality, quantity and time are looked into. Using work definitions shows the distribution of work to the workers and across the workday. Activate your programs by recording personal work and time allotments. This helps to eliminate unnecessary activities and time waste.

Robert Epperson:

Described the Mesquite Park and Recreation Systems' use of computers and bringing the individual in and asking them what jobs they want to do. This eliminates the old system of categorizing as Helpers, Laborer, or Equipment Operator. Use of computers to evaluate work performance has not created any additional problems for the worker. They were very receptive. Utilization of the skills inventory check list in the evaluation process is essential. Employees relate to this well. Even the comment sheets are answered with positive feedback. Desire is expressed and self motivation is brought forward.

Attendance Forms employees devised and use are known as the Attendance/Sick Leave Rating System. A penalty is given for missing paydays and Monday/Friday absences. Everybody is on the same system. Frequency of absences is also a consideration.

Non-Traditional Techniques of Parkland Acquisition and Development

Chairman: Dan Kamp
Panelist: Doug Eury

With the paradox of citizen demand for better facilities and services, along with the tax revolt to support such improvments, many park and recreation agencies must find alternate funding sources.

One major area, which contains several untapped funding resources is the private sector. Private land and dollars can be generated for recreatior and heritage protection if public agencies are willing to commit themselves to developing and implementing a structured private sector involvement program. The potential for private sector aid exists in every community.

In order to maximize cooperation with the private sector and to be able to address private sector concerns in a sensitive manner, it is very important to consider those factors which motivate the private sector. The major private sector resources and their motivations for aiding the public are discussed below.

Individuals

Nearly $30 billion is given annually to charitable institutions by living individuals. Individuals can assist in supporting recreation and historic facilities and programs through donations of money, materials, labor and time. Public agency administrators need to be aware of the attitudes and desires of each individual whose cooperation they wish to gain. If an individual wishes to remain anonymous, that wish should be adhered to. Public agencies must be sensitive to individuals, and their specific reasons for contributing their efforts.

Business and Corporations

Donations to public recreation and park departments, cultural arts, and historic preservation from businesses and corporations are an attractive alternative to government appropriation of taxes. Donations are a form of enlightened self interest, because of the tax advantages and the boost to the corporate image and public relations effort. Companies are constantly looking for means to strengthen their public image, and contributions to recreation and conservation projects can be an attractive method for furthering this objective.

Often, companies donate the time and skills of administrators to work with fundraising campaigns or areas requiring technical assistance. As an incentive to public oriented businesses, formal recognition of the donor through awards, plaques and announcements by community leaders is encouraged.

Although, public agencies have much to benefit from private sector assistance the reality of the situation must be considered. Many companies

take a broad view of their social responsibility, but most do not. Less than two percent of all corporations give the maximum amount allowable as a charitable contribution deduction for income tax purposes. Many corporations are afraid of aiding public agencies. The profit motive can cause many companies to avoid cooperation with recreation agencies for fear of safety problems, vandalism, or tort liability. Many companies simply do not trust government agencies. Corporations are often adversaries of governmental agencies on regulatory and control issues, and these encounters may leave a lasting chip on corporate shoulders. Other businesses are fearful of increased I.R.S. scrutiny resulting from a charitable contribution, or previous tax problems.

In negotiating with corporations, it is important to develop a well planned strategy. Sensitivity to corporate needs and limitations will help to focus on those aspects of assistance most applicable to the situation. A knowledge of the corporations community relations mechanisms is also important.

Small businesses and local franchises of national chains are much more aware of community needs. They are much more sensitive to community image and closer to community activities. Many fast food establishments are particularly aware of community acceptance. They are reasonably likely to offer assistance in recreation projects, especially for the younger members of the community.

Socially Active Organizations

Some groups are socially active by nature. Service clubs, labor unions, church groups, historic societies and youth organizations are well known examples of socially active organizations. Public agencies must strive to reach a common ground with socially active groups. A free exchange of information and services should be encouraged. Public agencies should strive toward pursuing joint projects with these organizations. Together they will be partners in the provision of enhanced recreational opportunities, historic preservation, and environmental protection.

Philanthropic Organizations

Some organizations are philanthropic by nature; foundations are prominent among these. There are several foundation types: research, special purpose, corporate or company, and community trusts. Foundations may be public or private. The primary difference between the two is in the source of support. Public foundations generally receive their funding from annual membership fees and small contributions. Private contributions normally are endowed through a major bequest from an individual, family or corporation.

Many foundations do not, as a matter of strict policy, make grants to governmental agencies. Many foundations look unfavorably on government applicants, because they feel appropriated budgetary funds are always sufficient.

Foundations have become important tools for securing valuable open

space and recreational land. Because a foundation is extremely flexible, it can react quickly and apply several acquisition techniques available only to nonprofit organizations.

Local communities may have specific needs, and foundations can be tailored to serve these needs. Foundations can solicit donations of land and other property from individuals and corporations, and can raise money for special events. A very attractive advantage of using foundations is the possibility of using gifts for matching purposes in obtaining grants from the Federal Government.

Military Reserve Component Units

The National Guard, Army Reserves, and Navy construction battalions (C-B's) are the three units which most often undertake community projects. They can respond to provide assistance in the form of personnel, skills, and equipment not normally available free of charge to public agencies.

Military Reserve Component Units are especially helpful with large, earthwork projects. They can supply the equipment and the operators to do the job correctly. There are many actual examples of earthwork projects benefiting the community. Many depleted, or underused land areas have been relandscaped by Military Reserve Component Units into valuable recreation space, thus converting community liabilities into community assets.

Selling Your Project

There are numerous methods of solicitation and selling points that can be used for the target groups identified above. The most effective technique is to request a specific sum of money or gift of land to aid a specific project of wide community appeal. Long and careful research and planning by competent staff members will encourage potential donors that their gifts will be utilized for good purposes. Support from recognized groups, civic leaders, and other personalities should be sought and publicized. A listing of previous donors may be an impetus for future gifts.

The campaign drive for donations should not stress the plight of the community to the point of public boredom. The promising programs of the public agency should be promoted with as much optimism as can be reasonably produced.

A key element in a successful solicitation drive is good public relations between the public agency and the citizenry. The atmosphere of the negotiations must be one of good will and confidence engendered by public knowledge of the agencies' accomplishments and goals.

The general public can be reached in a variety of ways. The use of communications media can include television specials, newspaper and magazine articles, public service announcements, and specially prepared brochures. The use of Gifts Catalogs in many communities itemizes and attractively illustrates specific recreation and heritage needs

that individuals, organizations, businesses, or corporations can "buy" for the people of the community. One of the most important benefits from Gifts Catalogs is that citizens become more familiar with, and sensitive to, their community needs. Use of visual media, such as films, slides, and pictures, can graphically demonstrate the need for gifts of open space land.

Special events, fundraisers, contests and gimmicks, such as dinners and walk-a-thons may yield additional exposure. Ideally, an agency or group should plan on several large events each year combined with smaller ongoing activities. Here are just a few events that a community may plan for:

- athletic tournament
- auction
- bake sale
- barbecue
- bingo game
- carnival
- celebrity lecture
- concert
- flower sale
- garage sale

The private sector can help an imaginative recreation or heritage agency narrow the gap between funding shortfalls and demand for services. Hundreds of innovative agencies around the country have already launched programs to involve the public sector. With public and private groups working together and sharing experiences, they can better accomplish the objectives sought, while developing more cohesive communities to live in.

Motivation Helps Create a Drive Staff Instead of Chaff

Chairman: Paul Boorman
Panelists: Bill Thompson
Marie Scalzo
Cary Conklin
Warren Leddick

Bill Thompson: "Motivating Park Maintenance Personnel"

Many factors affect motivation. It is the manager's responsibility to motivate, to get better performance for the tax dollar. Motivation must be geared to the individual. The Irving Parks and Recreation Department uses the following techniques:

- Uniform Policy -- An increased self-awareness can keep an employee looking good and doing a good job. Identification with the department is an added benefit of uniforms.
- Service awards are given quarterly for doing a job well done (example: Quarterman's Award).
- Memos from the home office in special recognition.
- Complimentary letters from the public are posted at the shop.
- Bumper Stickers -- for the employees help them identify with the department.
- Business cards serve a dual purpose in identifying employees to the public and in directing questions to the main office.
- Information mailings in the water bill, explaining special projects like median plantings. The mailings answered questions and cut down on phone calls.
- Following the chain of command helps motivate the foreman by delegating authority.
- Informal interviews with employees on the job show support and respect.
- Following up on reprimands can motivate when the reprimand is corrected and can be thrown away.
- Sending employees on seminars whenever possible is good.

The Irving Parks and Recreation Motto (suitable for framing) is:

P professionalism
R responsibility
I initiative
D duty
E enthusiasm

Leaving a good impression is important to the public and the department.

Marie Scalzo: "Motivating Seasonal and Fulltime Recreation Personnel"

There are different levels of motivation to motivate different types of employees. Long-term employees need to enjoy their work and be interested. Seasonal employees are either already motivated or can be motivated for short periods of time. Long-term employees can get "Recreation Burnout." Ways of preventing this are cross training and job rotation.

Three phrases can motivate an employee to think about his or her job: Iam, I can, and I will. Asking the employee's opinion stimulates thinking which in turn stimulates them to do exciting things. A recreation employee will do a much better job when he or she feels he owns the program. Five points to remember:

- Growth -- Make the job interesting by challenging them to be the best, giving your employees a sense of belonging and importance, and, above all, deliver it with sincerity and consistency.
- Goals -- Give each employee direction by identifying goals and communicating your motives.
- Information -- inform your people so they feel comfortable. Show them how to handle particular problems they may encounter.
- Expectations -- An understanding of what is expected helps things run smoother.
- Support -- Managers and supervisors must provide confidence and support. Your delivery is very important.

Each individual must be treated on a one-to-one basis. Too much motivation may become a problem -- be careful.

Cary Conklin: "Motivation on a Smaller Scale"

Benbrook's population has doubled in the past seven years. Three people have been added to the staff in that time, causing unique problems. Assuming that each new employee is not motivated, the supervisor can be sure to cover all of the following points:

- Compliment an employee when it is deserved. Some people need more compliments than others. Everyone has their own needs.
- Emphasizing the team effort in weekly group meetings.
- Employee parties bring people together. In Benbrook, the mayor and city council attend.
- Job rotation and cross training is characteristic of a small staff. Monetary reward cannot be overlooked. For example, a paid volunteer fire department. Volunteer firemen in Flagstaff, Arizona get paid $100 per month.

. A sick leave policy that encourages attendance states that: if less than five days of sick leave is used in a year, the employee can sell back half of the unused days.

Written warnings are used for disciplinary reasons most of the time. Demotions are used as a last resort. Let everyone know that lots of people applied for their job and that they can be replaced.

Warren Leddick: "An Industrial View"

Employees should be able to represent themselves. If this is true, employee unions are not necessary. Dissatisfaction over little things causes employee dissatisfaction. (We-they theory: separate restrooms, parking places, etc.) Three policies have proven to be most successful in motivating:

.Open door Policy can be worked on all levels. Showing support for each employee is essential. If a problem cannot be resolved with the foreman, going to the director might be just the thing. Find time to be with your employees on the job, at breaks, lunch, etc. . . . keep in touch.

.Attitude Surveys once or twice a year are valuable to an effective manager. General information and specific questions are asked of each employee. General information: Name, Type of Pay, Sex, Race, Age, Length of Service and Education. Specific questions: Answer either A.) agree, B.) disagree, or C.) other (explain) for each:

1. My work is satisfying to me.
2. I do not get enough cooperation from my fellow workers.
3. There is support for those who want to get ahead.
4. Working conditions are O.K.
5. I have confidence in my managers.
6. The retirement program is O.K.
7. There are too many rules and procedures to follow.
8. I am proud to work here.
9. I am paid fairly for the work I do.
10. My job is important to the organization.
11. This job has a future.
12. I know what is expected of me.
13. This is a better place to work than last year.
14. The insurance policy is O.K.

A good manager does not rely only on the attitude survey; he also attends employee meetings and practices a positive open door policy

with all employees.

.Perfect Attendance Bonus: Perfect attendance (including tardiness) for two months earns one day off.

.This cannot be accumulated.

Using these techniques can motivate all employees and stimulate a pleasing work environment.